

## Muigai, Caroline - LGL

---

**From:** Icken, Andy - MYR  
**Sent:** Thursday, October 12, 2017 3:13 PM  
**To:** Robert Eury  
**Cc:** John S. Reale Jr.  
**Subject:** Fwd: Amazon - Executive Summary  
**Attachments:** image001.png; ATT00001.htm; Amazon\_New Executive Summary-v2.pdf; ATT00002.htm

Here is summary proposal sheet. I support it.

Sent from my iPhone

Begin forwarded message:

**From:** Clint Pasche <[REDACTED]>  
**Date:** October 12, 2017 at 2:42:11 PM CDT  
**To:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Cc:** Bob Harvey <[REDACTED]>  
**Subject:** RE: Amazon - Executive Summary

Andy, please find updated copy reflecting the other transit-oriented sites as discussed.

Thank you,

Clint

**From:** Clint Pasche  
**Sent:** Thursday, October 12, 2017 2:01 PM  
**To:** Andy Icken <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Cc:** Bob Harvey <[REDACTED]>  
**Subject:** Amazon - Executive Summary

Andy,

In effort to keep this moving forward, here is a draft of the two page executive summary. This should hit the highlights of the proposal and make a compelling case, in a short read, of why Houston is the right choice.

I will note that JR had a moment to take a quick look and offered advice which is not reflected here as we wanted to get this over ASAP. Let us know your thoughts and we can reconcile the changes.

Clint

# **AMAZON HQ2 HOUSTON PROPOSAL EXECUTIVE SUMMARY**

## **INTRODUCTION**

The entire Houston community is pleased to submit our proposal to be the home for Amazon's second headquarters. As we studied your request-for-proposal and dug deep into your culture, we discovered there are remarkable similarities between us. Houston is a can-do city that focuses on getting results, not credit. We think big and then we do it.

As you review this proposal, we think you will come to this conclusion: Houston and Amazon are kindred spirits, and together, we can change the world.

## **HOUSTON'S APPROACH TO AMAZON HQ2 PROPOSAL PROCESS**

In Houston, we work together. When this opportunity came about, leaders from across our region came together in a thoughtful, collaborative fashion to present a creative community response. This group included business and civic leaders, academics, startups, and cultural institutions, each bringing diverse perspectives to our solution.

Simply put, our proposal reflects this synergistic effort and like Houston, is built on partnership and collaboration. We invite Amazon to partner with us and our core sectors to drive future growth and innovation.

## **WHY HOUSTON**

### **Houston is diverse**

The New York Times calls Houston "America's Most Diverse City." Houston has no ethnic majority and one-in-four Houstonians was born outside of the United States. This diversity adds a richness to the fabric of Houston you will not find in many other cities. As Amazon seeks to diversify its ranks at the executive, manager and professional levels, there is no better place to locate than Houston.

### **Houston offers a unique convergence of industries ripe for disruption**

Houston is home to key global industries teeming with challenge and opportunity: energy, healthcare, manufacturing, logistics and space. These are sectors ripe for disruption, representing some of the richest opportunity sets for Amazon and its innovators. Our proposal offers several special opportunities and partnerships to drive game-changing solutions.

### **Houston is home to top STEM and computer software talent**

Houston is home to 240,000 STEM specialists and consistently ranks first or second as the top city for the number of STEM workers and the highest concentration of engineers. It also enjoys a large population of 97,550 workers in technology-related occupations. As a company in the business of industry disruption, Amazon can partner with the technical engineers and talent in our "legacy" industries to drive innovation forward.

### **Houston and Texas offer a great business climate**

Through pro-growth policy, smart regulation and a favorable tax regime, Texas has emerged as the premier state for expansion and relocation. We are a right-to-work state and have no corporate or personal income tax. The City of Houston has set priorities of its own to support growth and innovation. The City has no local minimum wage, permitting is fast and friendly, and the cost of doing business in Houston is well-below the U.S. major metro average. Altogether, Houston offers Amazon one of the easiest and best places to do business in the country.

### **Houston offers an incredible quality of life that attracts talent**

Our eclectic, culture-filled neighborhoods, restaurants and attractions offer diverse flavors that can only be found here. Houston is ranked as a top city for attracting millennials largely because we offer a high quality of life paired with a low cost of living. Amazonians can afford to enjoy everything Houston has to offer because their rent is lower, groceries are cheaper, and they can access more affordable healthcare than in most other major cities.

### **Houston is a gateway to the Americas**

Houston is positioned equidistant to the east and west coasts and offers easy access to every major city in the U.S. We also offer the most flights of any U.S. city to Mexico and direct access throughout Latin America. Our two international airports are within 25 minutes of the proposed sites with daily non-stop flights to more than 190 destinations including 69 international cities. Additionally, Port Houston is America's number one export seaport. Amazon will find that Houston is the perfect conduit to move both goods and people.

## SITE SOLUTION

Houston proposes to partner with Amazon to establish its HQ2 in the “Innovation Corridor” of central Houston, leveraging one or more privately-owned, development-ready sites. A campus in the Corridor offers direct METRORail access to the city's leading academic, corporate, life science, and startup resources in a culturally-rich, diverse, and millennial-friendly setting.

### **Innovation Corridor North Site – 800 Bell**

Located in Downtown Houston, the former Humble Oil Building offers Amazon the opportunity to repurpose a landmark 1.3 million SF office tower as the launch pad for future growth and innovation. Several adjacent land tracts are available for development that easily meet the 8 million SF build out required for Amazon HQ2. This location offers proximity to a world-class multi-modal transit system and quality of life amenities, including luxury hotels, acres of outdoor spaces, an award-winning Theater District, and three professional sports teams.

### **Innovation Corridor South Site – Wheeler Station**

Located in the historic urban Midtown neighborhood, the Wheeler Station site offers Amazon the opportunity to revitalize a historic 200,000 SF Art Deco Sears building on a core 8-acre site adjacent to another 10+ acres that in total, meet the requirement for Amazon's HQ2. This location allows a sustainable, modern campus to be woven into an authentic, diverse, and walkable urban neighborhood. This vibrant area offers countless award-winning restaurants, world class museums and green spaces with ample millennial-focused housing.

### **Adjacent to Innovation Corridor – East River**

East River is located in Houston's East End, the cultural and arts district located just minutes away from Downtown Houston and the Innovation Corridor. This site is offered as an alternative opportunity and features a 150-acre parcel including two existing buildings with more than 550,000 SF available for phase 1 of redevelopment. In addition, adjacent buildings are available for further buildout to meet the 8 million SF requirement for Amazon's HQ2. East River connects to more than a mile of waterfront, and is part of a vibrant and eclectic neighborhood with a focus on diverse cultures and lifestyles, entrepreneurialism, and art.

### **Other Transit-Oriented Sites for Potential Development**

In addition to the three sites on or adjacent to the Innovation Corridor, Houston has a number of other options that are close to existing or proposed mass transit options. One option would integrate with Texas Central Railway's high-speed bullet train station to be located a few minutes northwest of Downtown. The Fannin South site is connected to the METRORail Red Line south of the Texas Medical Center. The third site, owned by the University of Texas, has access to the proposed 90A commuter line that will connect commuters from the region's populous southwest side.

## INCENTIVES

The City of Houston, Harris County, and the State of Texas are prepared to offer a competitive package of incentives for Amazon to locate in the Innovation Corridor. This is offered in the form of cash and tax incentives that total approximately \$268 million. We will work closely with Amazon to expedite permitting and provide transit and other accommodations.

## SPECIAL PARTNERSHIPS

Houston's leading institutions stand ready to work with Amazon to build new, disruptive business models in Houston's areas of traditional strength: energy in all of its forms and uses, life sciences and healthcare, manufacturing, logistics, and space. In addition to the main HQ2 campus, our community is prepared to offer a series of special partnerships, including physical space in proximity to industry-focused collaboration centers, to drive future growth and innovation. These real estate inducements total approximately \$38 million in value.

## CONCLUSION

Houston is proposing a partnership with Amazon. A partnership that challenges our city and your company to think big and think differently. Houston's unique convergence of industries presents a series of problem-sets that we can solve together. As a company looking 10, 20, 30 years down the road with a mission to change the world, Amazon will not find a more able and willing partner than Houston. Since Day One, we have been a city of disruption. We invite Amazon and your tenacious drive to join us.

## Muigai, Caroline - LGL

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**From:** Icken, Andy - MYR  
**Sent:** Thursday, October 12, 2017 6:10 PM  
**To:** Bob Harvey  
**Cc:** John S. Reale Jr.; Robert Eury; Marro, D'Ann - MYR  
**Subject:** Fwd: Amazon Letter  
**Attachments:** image001.jpg; ATT00001.htm; 20171012175212524.pdf; ATT00002.htm

And frankly this letter and the changes the mayor made was worth waiting for!!!

Sent from my iPhone

Begin forwarded message:

**From:** "Washington, Amanda - MYR" <[Amanda.Washington@houstontx.gov](mailto:Amanda.Washington@houstontx.gov)>  
**Date:** October 12, 2017 at 6:03:11 PM CDT  
**To:** "Bob Harvey" ([REDACTED]) <[REDACTED]>  
[REDACTED]  
**Cc:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Subject:** Amazon Letter

Please see attached Amazon Letter.





# CITY OF HOUSTON

Office of the Mayor

**Sylvester Turner**

Mayor

P.O. Box 1562  
Houston, Texas 77251-1562

Telephone – Dial 311  
[www.houstontx.gov](http://www.houstontx.gov)

October 12, 2017

Jeffrey P. Bezos  
President, CEO and Chairman of the Board  
Amazon  
410 Terry Ave. North  
Seattle, WA 98109-5210

Dear Jeff,

On behalf of the City of Houston, I am pleased to invite you back home to the fourth largest and most diverse city in America. Houston is where it all began for you and is where opportunities still abound for 2.3 million hard working Houstonians. As Mayor, I am excited about our proposal to become the home of Amazon and not merely its headquarters. I am certain you will find that like Amazon, Houston is young, dynamic, energetic, and built on growth and innovation.

We are a city where we believe that if you can dream it, you can do it. It's a place where, regardless of your background or what side of town you grew up on, there is opportunity for everyone. Houston is an inclusive city that welcomes everyone, regardless of origin, heritage or social status. As Amazon seeks to diversify and expand its rank at the executive, managerial and professional levels, there is no better place to locate than Houston.

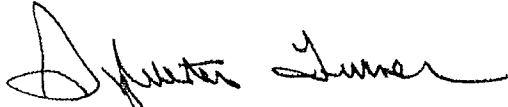
Many companies have decided to locate their headquarters in Houston because of the access to highly educated and professional talent, as well as to suppliers, customers, and clients. The city's central location, our two international airports and extensive highway and rail network connect Houston to the east coast, west coast and the world. We also enjoy robust transit options, including light rail, an expansive bus network, popular ride-sharing and van pool programs, convenient access to an extensive freeway system and a planned high-speed rail system.

Houston is the energy capital of the world, home to the largest medical center in the world, has the largest port as it relates to foreign tonnage, and is home to the Johnson Space Center. We are also one of the best places in the world to live. Houston is recognized as one of America's friendliest and greenest cities. We value our environment and invest in our greenspaces, parks, hike and bike trails. Our museum and theater districts are among the largest and most celebrated in the country. Amazon's employees will thrive in Houston thanks to a high quality of life, low cost of living, and a young city responsive to all generations. Amazon and Houston can grow together and we will look to Amazon to help steer that growth.

After the devastating impact of Hurricane Harvey, the world had the chance to witness what we already know, Houston is a city of strength and resilience. We are a city with a bright future whose best days are yet ahead. With our pro-business environment and can-do attitude, we are confident that your people and your business will thrive in Houston.

As we look to the future, there is no other city more uniquely positioned to be Amazon's new home than Houston. As the Mayor of the City of Houston, I want your business. I want Houston to be your home and I am asking you to come.

Regards,

A handwritten signature in black ink, appearing to read 'Sylvester Turner', written in a cursive style.

Sylvester Turner  
Mayor

## Bernstein, Alan - MYR

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**From:** Bernstein, Alan - MYR  
**Sent:** Friday, December 15, 2017 10:45 AM  
**To:** Bernstein, Alan - MYR  
**Subject:** Fwd: Houston touts innovation in bid to bring 50,000 Amazon jobs to town | [abc13.com](http://abc13.com)

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

Begin forwarded message:

**From:** Alan [REDACTED]  
**Date:** November 30, 2017 at 1:27:24 PM CST  
**To:** Alan Bernstein <[alan.bernstein@houstontx.gov](mailto:alan.bernstein@houstontx.gov)>  
**Subject:** Houston touts innovation in bid to bring 50,000 Amazon jobs to town | [abc13.com](http://abc13.com)

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fabc13.com%2Fbusiness%2Fhouston-wants-amazon-hq---and-its-50000-new-jobs%2F2714863%2F&data=02%7C01%7Calan.bernstein%40houstontx.gov%7C8a1a984e32424140b9aa08d53828643c%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636476668481474331&sdata=X92hXHId6D2EgzBJHI%2FTI1UIDWg6oewGHoAP%2FrNC8tY%3D&reserved=0>

Sent from my iPhone

## Bernstein, Alan - MYR

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**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 23, 2017 4:57 PM  
**To:** 'Clint Pasche'  
**Subject:** RE: Innovation Presser Tomorrow - Amazon

No Amazon unless asked.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Clint Pasche [REDACTED]  
**Sent:** Monday, October 23, 2017 4:23 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** Innovation Presser Tomorrow - Amazon

Alan,  
I think you were going to include Amazon and the innovation corridor in the mayor's remarks tomorrow – just confirming that it made it in.

Bob Harvey will be there tomorrow – in the Q&A, if the Mayor gets a specific Amazon question that he wants to defer to Bob, Bob is prepped to answer. Will follow the talking points.

Thanks,  
Clint



**CITY OF HOUSTON  
PARTNERSHIP.**

www.cityofhouston.gov

### Clint Pasche

Senior Vice President, Marketing and Communications  
Partnership Tower  
701 Avenida de las Americas, Suite 900 | Houston, TX 77010  
713-844-3645 | [REDACTED]

## **Amazon – Houston Proposal Talking Points**

### **Our Proposition**

- Houston is proposing a partnership with Amazon that challenges our city and the company to think big and think differently.
- Houston's unique convergence of industries presents a series of problem-sets that we can solve together.
- As a company looking 10, 20, 30 years down the road with a mission to change the world, Amazon will not find a more able and willing partner than Houston.
- Since Day One, we have been a city of disruption and we think we pair nicely with Amazon's culture

### **Houston's Innovation Corridor**

- Houston's Innovation Corridor runs along a four-mile stretch of the METRORail Red Line and is the center of a powerful social and economic convergence.
- The proposed sites are in or in the vicinity of the Corridor, however, we will not go into specifics of the sites as we are bound by a non-disclosure agreement.
- Anchored at the south by the world's largest medical complex, the Texas Medical Center along with top-ranked Rice University, the Corridor runs north to Downtown Houston.
- The Corridor offers access to Houston's leading corporate headquarters, financial institutions, professional service firms along with key players in Houston's innovation scene including tech startups, incubators and accelerators.
- The Corridor includes some of the city's top greenspaces, museums, pro sports venues, and restaurants, plus a wide-variety of housing options.
- The corridor offers close access to two international airports, three interstates, 3 million workers, plus access to key game changers in business and an unparalleled array of amenities.

### **WHY HOUSTON**

#### **Houston is America's Most Diverse City**

- Houston has no ethnic majority and one-in-four Houstonians was born outside of the United States.
- This diversity adds a richness to the fabric of Houston you will not find in many other cities.
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- Through pro-growth policy, smart regulation and a favorable tax regime, Texas has emerged as the premier state for business expansion and relocation.
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- Additionally, Port Houston is America's number one export seaport.
- Amazon will find that Houston is the perfect conduit to move both goods and people.

**Bernstein, Alan - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 19, 2017 9:03 PM  
**To:** [REDACTED]  
**Subject:** Amazon Talking Points - Media.docx  
**Attachments:** Amazon Talking Points - Media.docx; ATT00001.txt

## **Bernstein, Alan - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 19, 2017 3:02 PM  
**To:** Darian Ward (Darian.Ward@houstontx.gov)  
**Subject:** FW: Question from KPRC

Please give him the info

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Lopez, Mike [REDACTED]  
**Sent:** Thursday, October 19, 2017 2:45 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** RE: Question from KPRC

Thank you Alan!

Can you share the proposal with KPRC?

When was the proposal made?  
Was there a location identified in the proposal?  
Was the proposal made in conjunction with any local groups?  
What was Houston's "hook"? What reasons did you give that would put Houston above other similar-sized cities?

**Mike Lopez**  
Executive Planning Editor  
KPRC TV Channel 2  
Houston, TX  
Newsroom 713-778-4909  
Cell 713-823-9217  
Twitter @TXNewsLopez  
[www.click2houston.com](http://www.click2houston.com)





**From:** Bernstein, Alan - MYR [<mailto:Alan.Bernstein@houstontx.gov>]  
**Sent:** Thursday, October 19, 2017 2:26 PM  
**To:** Lopez, Mike <[REDACTED]>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
**Subject:** RE: Question from KPRC

Yes

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Lopez, Mike [REDACTED]  
**Sent:** Thursday, October 19, 2017 1:29 PM  
**To:** Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>; Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>  
**Subject:** Question from KPRC

Hi Adrian, Alan,

Did the city submit a bid to Amazon in hopes of landing their new Headquarters?

Thanks!

Mike Lopez  
Executive Planning Editor  
KPRC 2

Sent with BlackBerry Work ([www.blackberry.com](http://www.blackberry.com))

## Bernstein, Alan - MYR

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**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 19, 2017 2:32 PM  
**To:** Icken, Andy - MYR  
**Subject:** FW: Amazon - Media Talking Points  
**Attachments:** Amazon Talking Points - Media.docx

Alan Bernstein  
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O 832-393-0800  
M 832-943-9835

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<http://houstontx.gov/socialmedia/>

**From:** Clint Pasche [REDACTED]  
**Sent:** Thursday, October 19, 2017 10:49 AM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Subject:** Amazon - Media Talking Points

Alan & Darian,  
I wanted to share a sheet of talking points we developed based on the proposal we submitted. Between the CNBC interview and other media the mayor might do, I hope you will find this helpful as you prepare his materials. To this point, we have not said "Innovation corridor" by name, but the door is certainly open to do so.

Please let me know if you have any questions – happy to chat when you have a moment.  
CP



**PARTNERSHIP.**

Partnership Tower

### Clint Pasche

Senior Vice President, Marketing and Communications  
Partnership Tower  
701 Avenida de las Americas, Suite 900 | Houston, TX 77010  
713-844-3645 | [REDACTED] mobile

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## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 18, 2017 4:59 PM  
**To:** 'DePillis, Lydia'  
**Cc:** Darian Ward (Darian.Ward@houstontx.gov); Tanya Rivera (Tanya.Makany-Rivera@houstontx.gov)  
**Subject:** RE: CNN looking for Houston's Amazon bid package

Lydia,

Congratulations on your job switch.

The Amazon build will be submitted by the Partnership under a confidentiality agreement that applies to all bidding cities. However the city is considering a public release of a general outline of the bid, if not some specifics.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** DePillis, Lydia [mailto: ]  
**Sent:** Wednesday, October 18, 2017 3:09 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** CNN looking for Houston's Amazon bid package

Hi Alan,

It's Lydia, very recently of the Houston Chronicle, now of CNNMoney. We spoke a while ago about the city's intention to pursue Amazon's second headquarters, and since the bid is due tomorrow, I wanted to ask: Could you send over whatever package was put together?

Let me know, thanks!

All best,

Lydia

--

Lydia DePillis  
Economy reporter, CNNMoney



twitter: @lydiadepills

## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 18, 2017 12:01 PM  
**To:** 'Cara Smith'  
**Cc:** Darian Ward (Darian.Ward@houstontx.gov)  
**Subject:** RE: Questions regarding FOIA request

Cara,

In response to your follow-up call this morning, the Amazon build will be submitted by the Partnership under a confidentiality agreement that applies to call bidding cities. However the city is considering a public release of a general outline of the bid, if not some specifics.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Cara Smith [REDACTED]  
**Sent:** Thursday, October 12, 2017 4:01 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** Questions regarding FOIA request

Hi Alan,

I don't think you and I have worked together, but my name's Cara Smith and I cover commercial real estate for the Houston Business Journal. Jack said you've been helpful & recommended I reach out to you --

Quick question. We're preparing a FOIA request to the city regarding its Amazon HQ2 bid, but I know the bid itself isn't due to Amazon until Oct. 19 and FOIA guidelines don't allow us to request something that doesn't technically exist yet.

So, my question -- would a FOIA request submitted before Oct. 19 be received + answered? Or should we just wait 'til after the 19<sup>th</sup>?

Know it's a little nitty gritty, but just want to make sure our FOIA request is received + addressed properly.

Thanks!

**Cara Smith**

Commercial Real Estate Reporter

Houston Business Journal

work: 713-395-9607 | [REDACTED]

@HBJCara | [REDACTED]

[bizjournals.com/Houston](http://bizjournals.com/Houston)



## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 16, 2017 10:27 PM  
**To:** COH - Mayor  
**Cc:** Hunter, Marvalette - MYR; Icken, Andy - MYR  
**Subject:** Fwd: FOR REVIEW: Mayor's Video for Amazon

Mayor,

For your review.

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

Begin forwarded message:

**From:** Clint Pasche [REDACTED]  
**Date:** October 16, 2017 at 9:26:26 PM CDT  
**To:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>, "Bernstein, Alan - MYR" <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>  
**Cc:** Bob Harvey <[REDACTED]>  
**Subject:** FOR REVIEW: Mayor's video for Amazon

Andy and Alan,

Please find a cut of the Mayor's video to go on the password-protected Amazon project website here:  
<https://www.dropbox.com/s/w36g6l2guz3p6nn/mayor%20turner%20edit.mp4?dl=0>

He did a nice job with this and comes across as incredibly sincere, thoughtful and optimistic. Seems like a winner to me. Please let me know if you concur and approve. Ideally, you can review at some point tomorrow so we can finalize and post on the site on Wednesday.

Thanks!  
Clint

NOTE: This includes an "audio watermark" on the music that will be removed in the final audio mix.



**Clint Pasche**  
Senior Vice President, Marketing and Communications  
Partnership Tower  
701 Avenida de las Americas, Suite 900 | Houston, TX 77010  
713-844-3645 [REDACTED]

## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 16, 2017 7:17 PM  
**To:** Cottingham, Lara - ARA  
**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

I like it.

"Lessen" the carbon footprint may be better.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
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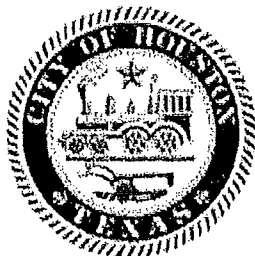
**From:** Cottingham, Lara - ARA  
**Sent:** Monday, October 16, 2017 6:23 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Kelly, Bill - MYR <Bill.Kelly@houstontx.gov>; Banks, Kris - MYR <Kris.Banks@houstontx.gov>; Makany-Rivera, Tanya - MYR <Tanya.Makany-Rivera@houstontx.gov>; Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

How is this?

Harvey and the storms of 2017 have shown the importance of building sustainable and resilient cities that can withstand our changing climate. We are proud the EPA has chosen to highlight Houston's long history of investing in green power. Now more than ever, it is important that cities encourage the growth of renewable energy to reduce air pollution and lower our carbon footprint.

We can say whatever we want in our press release, but the EPA is likely to take out anything climate related.

PS Dallas and Austin are our closest competitors...



Lara Cottingham, Deputy Assistant  
Director  
City of Houston  
Administration & Regulatory Affairs  
Department  
611 Walker, 13th Floor  
Houston, Texas 77002

Direct: 832-393-8503

Cell: 281-896-9358  
Email: [Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)

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**Sent:** Thursday, October 12, 2017 6:19 PM  
**To:** Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>; Banks, Kris - MYR <[Kris.Banks@houstontx.gov](mailto:Kris.Banks@houstontx.gov)>; Cottingham, Lara - ARA <[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

Go forth and conquer all US cities who oppose us.

**Bill Kelly**  
Director of Government Relations  
Mayor's Office, City of Houston  
832.393.0805



**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 12, 2017 6:18 PM  
**To:** Banks, Kris - MYR <[Kris.Banks@houstontx.gov](mailto:Kris.Banks@houstontx.gov)>; Kelly, Bill - MYR <[Bill.Kelly@houstontx.gov](mailto:Bill.Kelly@houstontx.gov)>; Cottingham, Lara - ARA <[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
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Thanks Kris, we are on the same wavelength.

Alan Bernstein  
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Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>

**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

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**From:** Kelly, Bill - MYR

**Sent:** Thursday, October 12, 2017 6:04 PM

**To:** Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>; Cottingham, Lara - ARA

<[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward,

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**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

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*Not only does Houston beat New York in baseball, we also beat NYC in green power. However, with a changing climate, all cities, including New York and Houston, are on the same team. Climate change is real, and cities are dealing with that reality every day. In Houston, we need that support in terms of infrastructure dollars that will make our city more resilient than before the storm. We are thankful for this award as Hurricane Harvey shows that when Houstonians are asked to pull together, we can overcome any challenge.*

**Bill Kelly**

Director of Government Relations

Mayor's Office, City of Houston

832.393.0805



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**To:** Cottingham, Lara - ARA <[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>; Kelly, Bill - MYR

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**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

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I see we have a while before the news release goes out. Let me know if you'd like to draft something for the mayor based on your knowledge of the issue.

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Director of Communications  
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O 832-393-0800  
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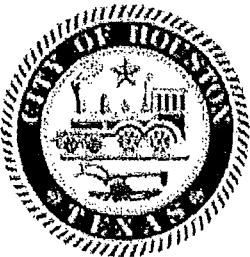
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**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

Hi team,

Is there anything special you or the Mayor would like to include in his quote for this release?

Thanks—Lara



Lara Cottingham, Deputy Assistant  
Director  
City of Houston  
Administration & Regulatory Affairs  
Department  
611 Walker, 13th Floor  
Houston, Texas 77002

Direct: 832-393-8503  
Cell: 281-896-9358  
Email: [Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)

**From:** Cottingham, Lara - ARA  
**Sent:** Friday, October 06, 2017 6:04 PM  
**To:** Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
**Subject:** FW: U.S. EPA Green Power Leadership Awards Amplification Kit

Hi team,

Just wanted to keep you in the loop on this. We will be awarded the EPA's green power partner of the year award for 2017 on October 23<sup>rd</sup>. This is a big deal in the Sustainability world and hopefully a big deal for the Mayor. He can't

accept the award in NYC, but I am hoping your office can help spread the news by sending out a release – I'll send you a draft – and share on social media.

It's embargoed until the 23, but let me know if you have any questions!

Thanks—Lara



Lara Cottingham, Deputy Assistant  
Director  
City of Houston  
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Department  
611 Walker, 13th Floor  
Houston, Texas 77002

Direct: 832-393-8503  
Cell: 281-896-9358  
Email: [Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)

From: GPLA [REDACTED]  
Sent: Friday, October 06, 2017 3:28 PM  
To: Cottingham, Lara - ARA <[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>  
Cc: [REDACTED]  
Subject: U.S. EPA Green Power Leadership Awards Amplification Kit

Dear Lara,

The 2017 EPA Green Power Leadership Awards Ceremony is coming up in less than three weeks! We look forward to honoring you and the other Award winners at the annual Green Power Leadership Awards Ceremony luncheon, which will take place on Monday, October 23 at the New York Hilton Midtown in New York City.

Winning an EPA Green Power Leadership Award (GPLA) is an impressive achievement and worthy of promoting to your constituents and stakeholders. We encourage you to promote your award and environmental achievements and inspire other organizations to follow your lead.

To help you promote your status as a Green Power Leadership Award Winner, we have developed an amplification kit that includes a press release template, sample social media posts, and the 2017 Green Power Leadership Award Winner logo and guidelines for use. Please use this link to access the logo: <https://ftp.erg.com/?u=WW5m&p=PEhW> (please copy and paste the link into your browser).

**Please remember that the Green Power Leadership Award winners will not be identified publicly until October 23. Therefore, please do not publicly share news of your award status until the ceremony, except with those in your organization who are involved in the awards ceremony planning activities.**

Again, congratulations on your award! We look forward to honoring you at REM! If you have any questions, feel free to contact me at [REDACTED]

Sincerely,

Melissa Klein  
Communications Lead, Green Power Partnership  
U.S. Environmental Protection Agency



**Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 16, 2017 1:43 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Icken, Andy - MYR; Ward, Darian - MYR  
**Subject:** Chronicle says a Moody's study rates Houston very low on Amazon list

<http://www.houstonchronicle.com/business/article/Houston-ranks-No-52-12281540.php&cmpid=twitter-premium>

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835



## Bernstein, Alan - MYR

---

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**Sent:** Thursday, October 12, 2017 6:18 PM  
**To:** Banks, Kris - MYR; Kelly, Bill - MYR; Cottingham, Lara - ARA; Makany-Rivera, Tanya - MYR; Ward, Darian - MYR  
**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

Thanks Kris, we are on the same wavelength.

Alan Bernstein  
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U.S. Environmental Protection Agency

## **Bernstein, Alan - MYR**

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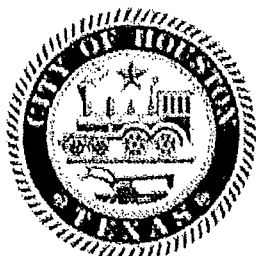
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**Sent:** Thursday, October 12, 2017 5:35 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Makany-Rivera, Tanya - MYR <Tanya.Makany-Rivera@houstontx.gov>; Ward, Darian - MYR <Darian.Ward@houstontx.gov>; Kelly, Bill - MYR <Bill.Kelly@houstontx.gov>; Banks, Kris - MYR <Kris.Banks@houstontx.gov>  
**Subject:** RE: U.S. EPA Green Power Leadership Awards Amplification Kit

Hi team,

Is there anything special you or the Mayor would like to include in his quote for this release?

Thanks—Lara



Lara Cottingham, Deputy Assistant  
Director  
City of Houston  
Administration & Regulatory Affairs  
Department  
611 Walker, 13th Floor  
Houston, Texas 77002

Direct: 832-393-8503  
Cell: 281-896-9358

Email: [Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)

**From:** Cottingham, Lara - ARA  
**Sent:** Friday, October 06, 2017 6:04 PM  
**To:** Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>; Makany-Rivera, Tanya - MYR <[Tanya.Makany-Rivera@houstontx.gov](mailto:Tanya.Makany-Rivera@houstontx.gov)>; Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
**Subject:** FW: U.S. EPA Green Power Leadership Awards Amplification Kit

Hi team,

Just wanted to keep you in the loop on this. We will be awarded the EPA's green power partner of the year award for 2017 on October 23<sup>rd</sup>. This is a big deal in the Sustainability world and hopefully a big deal for the Mayor. He can't accept the award in NYC, but I am hoping your office can help spread the news by sending out a release – I'll send you a draft – and share on social media.

It's embargoed until the 23, but let me know if you have any questions!

Thanks—Lara



Lara Cottingham, Deputy Assistant  
Director  
City of Houston  
Administration & Regulatory Affairs  
Department  
611 Walker, 13th Floor  
Houston, Texas 77002

Direct: 832-393-8503  
Cell: 281-896-9358  
Email: [Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)

**From:** GPLA [REDACTED]  
**Sent:** Friday, October 06, 2017 3:28 PM  
**To:** Cottingham, Lara - ARA <[Lara.Cottingham@houstontx.gov](mailto:Lara.Cottingham@houstontx.gov)>  
**Cc:** [REDACTED]  
**Subject:** U.S. EPA Green Power Leadership Awards Amplification Kit

Dear Lara,

The 2017 EPA Green Power Leadership Awards Ceremony is coming up in less than three weeks! We look forward to honoring you and the other Award winners at the annual Green Power Leadership Awards Ceremony luncheon, which will take place on Monday, October 23 at the New York Hilton Midtown in New York City.

Winning an EPA Green Power Leadership Award (GPLA) is an impressive achievement and worthy of promoting to your constituents and stakeholders. We encourage you to promote your award and environmental achievements and inspire other organizations to follow your lead.

To help you promote your status as a Green Power Leadership Award Winner, we have developed an amplification kit that includes a press release template, sample social media posts, and the 2017 Green Power Leadership Award Winner logo and guidelines for use. Please use this link to access the logo: <https://ftp.erg.com/?u=wW5m&p=PEhW> (please copy and paste the link into your browser).

Please remember that the Green Power Leadership Award winners will not be identified publicly until October 23. Therefore, please do not publicly share news of your award status until the ceremony, except with those in your organization who are involved in the awards ceremony planning activities.

Again, congratulations on your award! We look forward to honoring you at REM! If you have any questions, feel free to contact me at [REDACTED]

Sincerely,

Melissa Klein  
Communications Lead, Green Power Partnership  
U.S. Environmental Protection Agency

## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 12, 2017 4:17 PM  
**To:** Cara Smith  
**Subject:** Re: Questions regarding FOIA request

Wait til the 19th.

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

On Oct 12, 2017, at 4:00 PM, Cara Smith <[REDACTED]> wrote:

Hi Alan,

I don't think you and I have worked together, but my name's Cara Smith and I cover commercial real estate for the Houston Business Journal. Jack said you've been helpful & recommended I reach out to you --

Quick question. We're preparing a FOIA request to the city regarding its Amazon HQ2 bid, but I know the bid itself isn't due to Amazon until Oct. 19 and FOIA guidelines don't allow us to request something that doesn't technically exist yet.

So, my question -- would a FOIA request submitted before Oct. 19 be received + answered? Or should we just wait 'til after the 19<sup>th</sup>?

Know it's a little nitty gritty, but just want to make sure our FOIA request is received + addressed properly.

Thanks!

Cara Smith  
Commercial Real Estate Reporter  
Houston Business Journal  
work: 713-395-9607 | c [REDACTED]  
@HBJCara | [REDACTED]

[bizjournals.com/Houston](http://bizjournals.com/Houston)



**Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 12, 2017 8:30 AM  
**To:** Icken, Andy - MYR  
**Subject:** Re:

I think the letter is fine without any such changes. It is only a cover letter, after all, for the meat and potatoes. What is the due date for submission of the bid?

In other news, I used what you and the mayor told me about TIRZ funds to explain to media that even if we could tap them for flood relief, we wouldn't want to because much of those funds are dedicated to drainage projects. Now a few people on Twitter are telling me there are no drainage projects funded by TIRZ money. Is there somewhere I can look to find specific drainage projects that use those funds?

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

> On Oct 11, 2017, at 11:07 PM, Icken, Andy - MYR <Andy.Icken@houstontx.gov> wrote:

>

> We continue to work the Amazon package now. Mayor has letter you helped with last night. A suggestion we might make to mayor is to couch many of the characterizations of our city as 'my city' or our city. Etc. that's how he talks in public forums and it is so effective. With that as backdrop would you make any changes?

>

> Sent from my iPad

## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 11, 2017 3:23 PM  
**To:** 'Clint Pasche'  
**Cc:** Darian Ward (Darian.Ward@houstontx.gov); marvalette.hunter@houstontx.gov (marvalette.hunter@houstontx.gov)  
**Subject:** RE: Amazon

Clint,

Looks good. The mayor asks when he can view all of the Amazon interviews together. Please let us know.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

-----Original Message-----

**From:** Clint Pasche [REDACTED]  
**Sent:** Wednesday, October 11, 2017 3:08 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Cc:** Terry Vantine [REDACTED]  
**Subject:** RE: Amazon

Alan and Darian,  
Please find a cut of the Mayor's video at the Kollaborate link below. Note that this is a rough cut for content approval purposes and includes no color correction, b-roll or music bed. These will be added in post-production.

This link will allow you to watch the video and pause and add comments that sync with the video to help expedite edits.

<https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.kollaborate.tv%2Flink%3Fid%3D59de758dac9c5&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C4cfb757d184646a4881f08d510e3d682%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433493105927911&sdata=TcjJSNKgvfAT5bmZuGPnRXQCua4hrB7SnxXXndJ3W3E%3D&reserved=0>

I have copied Terry from Vision Productions who can help if you have any questions.  
Thanks!  
Clint

-----Original Message-----

From: Bernstein, Alan - MYR [mailto:Alan.Bernstein@houstontx.gov]  
Sent: Wednesday, October 11, 2017 10:33 AM  
To: Clint Pasche <[REDACTED]>  
Cc: Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
Subject: FW: Amazon

Clint,

Please see Marvalette's question below.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fcityofhouston.news%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C4cfb757d184646a4881f08d510e3d682%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433493105927911&sdata=DeEGN%2FtuJZq4%2FPEbHygYIZGMe%2FMkyta4wuCd3XArMyk%3D&reserved=0>

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fhoustontx.gov%2Fcitizensnet%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C4cfb757d184646a4881f08d510e3d682%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433493105927911&sdata=5Em2gDwT%2Bhi%2FIIAU1o05EuKJSv4qD%2BI4pZCjRtqNSs%3D&reserved=0>

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fhoustontx.gov%2Fsocialmedia%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C4cfb757d184646a4881f08d510e3d682%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433493105927911&sdata=nURWyIZWzmWaJg5qXo817IGTDIG3SBp13hpzrswJ1lw%3D&reserved=0>

-----Original Message-----

From: Hunter, Marvalette - MYR  
Sent: Wednesday, October 11, 2017 10:31 AM  
To: Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
Subject: Amazon

Alan,

The Mayor will be reviewing the draft package on the Amazon bid today. Do we also have a copy of the video that was prepared?

Marvalette Hunter  
Mayor's Chief of Staff  
City Hall  
901 Bagby, 3rd Floor  
Houston, Texas 77002  
832-393-1050 office  
[REDACTED]

## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 11, 2017 10:51 AM  
**To:** Hunter, Marvalette - MYR  
**Subject:** Fwd: Amazon vid

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

Begin forwarded message:

**From:** Clint Pasche [REDACTED]  
**Date:** October 11, 2017 at 10:49:50 AM CDT  
**To:** "Bernstein, Alan - MYR" <Alan.Bernstein@houstontx.gov>  
**Cc:** "Ward, Darlan - MYR" <Darlan.Ward@houstontx.gov>  
**Subject:** RE: Amazon

Thank you Alan - the production team is going to shoot me over rough edits this morning. Let me see if they have edited the mayor's video yet.  
Clint

-----Original Message-----

**From:** Bernstein, Alan - MYR [mailto:Alan.Bernstein@houstontx.gov]  
**Sent:** Wednesday, October 11, 2017 10:33 AM  
**To:** Clint Pasche [REDACTED]  
**Cc:** Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Subject:** FW: Amazon

Clint,

Please see Marvalette's question below.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fcityofhouston.news%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C7d7ebde7f32f4db4f9e808d510bfb674%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433337942961949&sdata=AhMTegNOjW4OuNPK5t%2BF4>

ap3u1j5B3xzOXgly5Kl5Zw%3D&reserved=0

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fhoustontx.gov%2Fcitizensnet%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C7d7ebde7f32f4db4f9e808d510bfb674%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433337942961949&sdata=tMvlnQxwsaOP98uGhRSZ5WqsABmZVXh8rCv3un%2BJSyl%3D&reserved=0>

<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fhoustontx.gov%2Fsocialmedia%2F&data=02%7C01%7CAlan.Bernstein%40houstontx.gov%7C7d7ebde7f32f4db4f9e808d510bfb674%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636433337942961949&sdata=ipDBsaJXhrxHjal7lt8dyhvpv2w4DvUDQ%2BEdjpOtZpig%3D&reserved=0>

-----Original Message-----

From: Hunter, Marvalette - MYR

Sent: Wednesday, October 11, 2017 10:31 AM

To: Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>

Subject: Amazon

Alan,

The Mayor will be reviewing the draft package on the Amazon bid today. Do we also have a copy of the video that was prepared?

Marvalette Hunter

Mayor's Chief of Staff

City Hall

901 Bagby, 3rd Floor

Houston, Texas 77002

832-393-1050 office



## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Tuesday, October 10, 2017 10:30 PM  
**To:** Icken, Andy - MYR  
**Subject:** Re: suggested edits/deletions in red

But of course!

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:28:43 PM  
**To:** Bernstein, Alan - MYR  
**Subject:** Re: suggested edits/deletions in red

Ok if I pass on adding it includes your edits?

Sent from my iPhone

On Oct 10, 2017, at 10:27 PM, Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)> wrote:

This Is your baby!

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:20:13 PM  
**To:** Bernstein, Alan - MYR  
**Subject:** Re: suggested edits/deletions in red

Great changes. Support all. Should we take jointly to mayor or do you want to.

Sent from my iPhone

On Oct 10, 2017, at 10:17 PM, Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)> wrote:

Dear Jeff,

On behalf of the City of Houston, the fourth largest and most diverse city in America, I am excited to offer our proposal to become the home of Amazon HQ2. I am certain you will find that like Amazon, Houston is dynamic, energetic, and built on growth and innovation.

We are a city where we believe that if you can dream it, you can do it. It's a place where, regardless of your background or what side of town you grew up in, there is opportunity for everyone. Houston is a wide-open society that welcomes everyone, regardless of origin, breeding or social status.

Many companies have decided to locate their headquarters in Houston because of the access to highly educated and professional talent, as well as to suppliers, customers, and clients. The city's central location, our two international airports

and extensive highway and rail network connect Houston to the east coast, west coast and the world.

Houston is also a great place to live. We value our environment and invest in our greenspaces, parks, and hike and bike trails. Our museum and theater districts are among the largest and classiest in the country. Amazon's employees will thrive in Houston thanks to a high quality of life with a low cost of living in a young, growing city responsive to all generations.

Amazonians will also enjoy robust transit options in Houston, including light rail, an expansive bus network, popular ride-sharing and van pool programs, a convenient access to an extensive freeway system and a planned high-speed rail system.

Houston truly is a global knowledge capital. We are known as the Energy Capital of the World. We are known as Space City, which put a man on the moon. We are known as a top manufacturing center and the top exporting metro and port in America.

We are known as the City of Medicine. We are a city where industries converge and disruptive innovations are born, and we invite Amazon to join us in this endeavor. Houston is a city of strength and resilience. A welcoming, diverse and inclusive city. We are a city with a bright future whose best days are yet ahead. With our pro-business environment and can-do attitude, we are confident your people and your business will thrive in Houston.



## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Tuesday, October 10, 2017 10:27 PM  
**To:** Icken, Andy - MYR  
**Subject:** Re: suggested edits/deletions in red

This is your baby!

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:20:13 PM  
**To:** Bernstein, Alan - MYR  
**Subject:** Re: suggested edits/deletions in red

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Sent from my iPhone

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Many companies have decided to locate their headquarters in Houston because of the access to highly educated and professional talent, as well as to suppliers, customers, and clients. The city's central location, our two international airports and extensive highway and rail network connect Houston to the east coast, west coast and the world.

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We are known as the City of Medicine. We are a city where industries converge and disruptive innovations are born, and we invite Amazon to join us in this endeavor. Houston is a city of strength and resilience. A welcoming, diverse and inclusive city. We are a city with a bright future whose best days are yet ahead. With our pro-business environment and can-do attitude, we are confident your people and your business will thrive in Houston.

## **Bernstein, Alan - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 09, 2017 4:43 PM  
**To:** Sylvester Turner - MYR (Mayor.ST@houstontx.gov); marvalette.hunter@houstontx.gov (marvalette.hunter@houstontx.gov); Darian Ward (Darian.Ward@houstontx.gov); Tanya Rivera (Tanya.Makany-Rivera@houstontx.gov); Murphy, Brenda - MYR  
**Subject:** talking points for mayor for two combined video messages Tuesday morning  
**Attachments:** Amazon Recording.docx

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

## Amazon Recording

- My name is Sylvester Turner, mayor of the City of Houston.
- I love Houston because if we can dream it, we can do it. It's a place where, regardless of your background or what side of town you grew up in, there is opportunity for everyone.
- Houstonians build relationships, not walls. We are a welcoming city and the most diverse in the nation.
- Houstonians give back and help one another. During and after the flood we saw Houstonians stepping up to help one another.
- We never hesitate to lend a helping hand.
- As we look to create an innovation district in Houston, density is the number 1 driver of innovation.

- We will create a space where start-ups will be able work together to brainstorm and support one another's ideas.
- Houston is a great place to live. We value our environment and invest in our greenspaces, parks and hike and bike trails.
- Amazon will be able to pursue its sustainability goals in Houston, which is America's greenest city.
- We also have one of the largest museum and theater districts in the country- there is always something to do in Houston. Amazon's employees will thrive in Houston thanks to a high quality of life with a low cost of living in a young, growing city responsive to all generations.
- Amazonians will also enjoy multi-modal transit options in Houston which include light rail, an

expansive bus network, popular ride-sharing and van pool programs, and convenient access to an extensive freeway system.

- Millenials and Gen Y-er's keep choosing Houston because of the many opportunities our city offers.
- 
- Amazon is a company that continuously evolves to meet the needs of its customers and community by solving problems and providing innovative solutions to make our lives easier.
- Houston also continues to evolve. We are known as the energy capital of the world but now we have grown to include other industries and will continue to find ways to keep our economy moving.
- Amazon's corporate culture and philosophy align well with Houston's confident, nimble, get-it-done mentality.

- Amazon's Houston campus will be centrally located at the nexus of activity and will be linked to our innovation corridor, driving convergence and creative collisions across key industries.

HOPE:

What does hope mean to me?

- Hope means never giving up and having faith that things will get better.
- My mother always said that tomorrow will be better than today.

I stand for Hope because life is about never giving up and working towards a better future.

## **Bernstein, Alan - MYR**

---

**Subject:** MST: Amazon Bid Video Message & Holocaust Museum video  
**Location:** Diplomatic room 1st floor

**Start:** Tue 10/10/2017 10:00 AM  
**End:** Tue 10/10/2017 10:30 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Sylvester Turner - MYR  
**Required Attendees:** Darian Ward (Darian.Ward@houstontx.gov); Bernstein, Alan - MYR; Tanya Rivera (Tanya.Makany-Rivera@houstontx.gov); MYRPOLICEDETAIL@HOUSTONTX.GOV

### SHOOT #1

- Introduce yourself. (name, title, organization)
- What do you love about Houston, Texas?
- What are the core attributes of Houstonians that make them unique?
- Describe your vision for an innovation corridor that would run from Downtown to TMC. What would that look like, how would it feel?
- Personally, what makes Houston a great place to live and work; what is unique about Houston?
- Tell us why Houston is a cultural fit for Amazon (or any other innovative company). What would you say to Jeff Bezos to convince him to choose Houston as their HQ2?
- Every city with more than 1 million people is pitching Amazon, what is Houston's "x-factor" that makes us the compelling choice?

Final video clip will be :60 to :90 so we're not looking for tons of material.

### Core Message Points from Proposal:

- Amazon will join us at the convergence of Houston's key industries – energy, healthcare, space and manufacturing – and leverage third wave technology to move these legacy industries forward and solve the world's challenges.
- Amazon's new Houston campus is centrally-located at the nexus of activity and linked to our innovation corridor, driving convergence and creative collisions across key industries.
- Amazonians will thrive in Houston, enjoying an incredibly high quality of life with a low cost of living in a city that has grown with and responded to millennials and Gen Y'ers .
- Amazon's corporate culture and philosophy align well with Houston's confident, yet humble, get-it-done mentality.
- Amazon's spirit of high-velocity disruption will find an able partner with Houston, a city built on fostering business growth and constant innovation – where no one will stand in your way; they will more likely ask, "how can I help?"
- Amazon will find the skilled talent base it needs in Houston, which is America's most diverse city and features a well-educated, STEM-focused workforce drawn both from local colleges and universities and from leading universities around the world.



- As Amazon continues to expand its geographic reach, it will benefit from Houston's position as the gateway to the Americas, and the world, while also equidistant to the east and west coasts.
- Amazon will be in good company in Houston, which has one of the highest concentrations of corporate headquarters in the country and a full complement of global-business-oriented professional firms.
- Amazon will be able to pursue its sustainability goals in Houston, which is America's Greenest City and located in the state with the highest wind production capacity in the United States.
- Amazonians will enjoy multi-modal transit options in Houston including light rail, expansive bus network, popular ride sharing and van pool programs, convenient access to an extensive freeway system, along with 345 miles of interconnected bikeways.

## Shoot #2

Both are part of video shoots scheduled for next week, organized by the Greater Houston Partnership, and shot by HMM Board of Trustee Tracey Shappro's VISION Productions.

**WHAT:** Post the GHP shoot, requesting Mayor Turner be filmed providing a :30-second to 1-minute answer to this question: **"What does HOPE mean to you?"**

**WHY:** Holocaust Museum Houston's Butterfly Project, representing the 1.5 million children that perished in the Holocaust, has inspired compassion and hope around the world.

This exhibit, will be on view in New York at the United Nations for six weeks as part of the UN's International Holocaust Day of Remembrance. The Mayor has been invited to attend the UN Reception Jan. 23, 2018 in NYC.

HMM is filming Holocaust survivors, general public and leaders in the community to take part in the "HOPE for 100" videos tied to the Butterfly Project. The videos will be used in social media and on the Museum's website to support The Butterfly Project, the UN exhibition, and to encourage additional videos on HOPE.

**WHEN:** Tuesday, Oct. 10 (the shoot is happening between 10-11 a.m. once VISION is set up and he walks in); VISION's Terry Vantine is the onsite contact.

## Bernstein, Alan - MYR

---

**Subject:** MST: Amazon Bid Video Message & Holocaust Museum video  
**Location:** Diplomatic room 1st floor  
**Start:** Tue 10/10/2017 10:00 AM  
**End:** Tue 10/10/2017 10:30 AM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** Sylvester Turner - MYR  
**Required Attendees:** Darian Ward (Darian.Ward@houstontx.gov); Bernstein, Alan - MYR; Tanya Rivera (Tanya.Makany-Rivera@houstontx.gov); MYRPOLICEDetail@HOUSTONTX.GOV

Clint Pasche at the Partnership asks the mayor to tape an Amazon bid video message at Houston First, or have its Vision Production crew come to City Hall Tuesday from 9am-noon. If we do it ourselves at HTV we have to get it done by Friday, Oct. 13. I have talking points for the video.

### Shoot #2

Both are part of video shoots scheduled for next week, organized by the Greater Houston Partnership, and shot by HMM Board of Trustee Tracey Shappro's VISION Productions.

**WHAT:** Post the GHP shoot, requesting Mayor Turner be filmed providing a :30-second to 1-minute answer to this question: "What does HOPE mean to you?"

**WHY:** Holocaust Museum Houston's Butterfly Project, representing the 1.5 million children that perished in the Holocaust, has inspired compassion and hope around the world.

This exhibit, will be on view in New York at the United Nations for six weeks as part of the UN's International Holocaust Day of Remembrance. The Mayor has been invited to attend the UN Reception Jan. 23, 2018 in NYC.

HMM is filming Holocaust survivors, general public and leaders in the community to take part in the "HOPE for 100" videos tied to the Butterfly Project. The videos will be used in social media and on the Museum's website to support The Butterfly Project, the UN exhibition, and to encourage additional videos on HOPE.

**WHEN:** Tuesday, Oct. 10 (the shoot is happening between 10-11 a.m. once VISION is set up and he walks in); VISION's Terry Vantine

is the onsite contact.

## **Bernstein, Alan - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Thursday, October 05, 2017 12:35 PM  
**To:** Clint Pasche  
**Subject:** Chronicle questions on Amazon bid

I told reporter Collin Eaton we are not talking about what's in bid until it's finished.

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 04, 2017 4:28 PM  
**To:** 'Clint Pasche'  
**Subject:** RE: Amazon Pitch - Mayor Testimonial Video

Tuesday at City Hall at 10 a.m. Room to be determined. SI?

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Clint Pasche [REDACTED]  
**Sent:** Wednesday, October 04, 2017 10:55 AM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Icken, Andy - MYR <Andy.Icken@houstontx.gov>  
**Cc:** Ward, Darian - MYR <Darian.Ward@houstontx.gov>; Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov>  
**Subject:** RE: Amazon Pitch - Mayor Testimonial Video

Thank you Alan. If the mayor is available to come over to film, that would be good for consistency, but it is not absolutely necessary as we understand his time constraints. Each video will be placed separately on the private website we are creating for the project – we are not merging them together into one montage piece. We could also send the same crew over to your offices if that works better – it is Vision Production who I believe the mayor has worked with before. The best timeframes to shoot are on Tuesday from 9am-noon.

If you are producing, we would need your final video file by noon on Friday, October 13.

To help with message points, I've included our main talking points from the pitch narrative. I think you will find a few lines in there that he can sink his teeth into but he can (and I know, will) make it his own. Note for the others, we are conducting these interview-style (not direct to camera or scripted, but you will not see the interviewer or hear the questions).

Happy to chat more as we work out the details.  
Thanks!  
Clint

Core Message Points from Proposal:

- Amazon will join us at the convergence of Houston's key industries – energy, healthcare, space and manufacturing – and leverage third wave technology to move these legacy industries forward and solve the world's challenges.
- Amazon's new Houston campus is centrally-located at the nexus of activity and linked to our innovation corridor, driving convergence and creative collisions across key industries.
- Amazonians will thrive in Houston, enjoying an Incredibly high quality of life with a low cost of living in a city that has grown with and responded to millennials and Gen Y'ers.
- Amazon's corporate culture and philosophy align well with Houston's confident, yet humble, get-it-done mentality.
- Amazon's spirit of high-velocity disruption will find an able partner with Houston, a city built on fostering business growth and constant innovation – where no one will stand in your way; they will more likely ask, "how can I help?"
- Amazon will find the skilled talent base it needs in Houston, which is America's most diverse city and features a well-educated, STEM-focused workforce drawn both from local colleges and universities and from leading universities around the world.
- As Amazon continues to expand its geographic reach, it will benefit from Houston's position as the gateway to the Americas, and the world, while also equidistant to the east and west coasts.
- Amazon will be in good company in Houston, which has one of the highest concentrations of corporate headquarters in the country and a full complement of global-business-oriented professional firms.
- Amazon will be able to pursue its sustainability goals in Houston, which is America's Greenest City and located in the state with the highest wind production capacity in the United States.
- Amazonians will enjoy multi-modal transit options in Houston including light rail, expansive bus network, popular ride sharing and van pool programs, convenient access to an extensive freeway system, along with 345 miles of interconnected bikeways.

**From:** Bernstein, Alan - MYR [<mailto:Alan.Bernstein@houstontx.gov>]

**Sent:** Wednesday, October 4, 2017 10:32 AM

**To:** Clint Pasche [REDACTED] Icken, Andy - MYR <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>

**Cc:** Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>; Hunter, Marvalette - MYR <[Marvalette.Hunter@houstontx.gov](mailto:Marvalette.Hunter@houstontx.gov)>

**Subject:** RE: Amazon Pitch - Mayor Testimonial Video

Clint:

I'm positive the mayor will want to provide his video statement.

Although his message is obvious, we welcome your suggested talking points to make sure his focus fits with the other messages you are collecting.

If you need the mayor to tape at your place for the purpose of visual consistency, please let me know. Otherwise we can do it at HTV.

When would you need the video by?

Alan Bernstein  
Director of Communications

Office of Houston Mayor Sylvester Turner

O 832-393-0800

M 832-943-9835

<http://cityofhouston.news/>

<http://houstontx.gov/citizensnet/>

<http://houstontx.gov/socialmedia/>

**From:** Clint Pasche [REDACTED]

**Sent:** Wednesday, October 04, 2017 10:23 AM

**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>; Icken, Andy - MYR <Andy.Icken@houstontx.gov>

**Subject:** Amazon Pitch - Mayor Testimonial Video

Alan, looping in Andy here. As I mentioned at the flood presser yesterday, we are collecting video testimonials from Houston leaders talking about why Houston is great for Amazon, extolling our diversity, quality of life, etc. These are short videos: :60 - :90 each.

The business, tech and education folks are coming to Partnership Tower at various times next Monday and Tuesday to tape. I assume the mayor would prefer to shoot his own in your studios at City Hall, though he is more than welcome to tape his here as well.

Let me know your thoughts and what you would need to help prepare him.

Thank you,

Clint



**PARTNERSHIP.**

**Clint Pasche**

Senior Vice President, Marketing and Communications

Partnership Tower

701 Avenida de las Americas, Suite 900 | Houston, TX 77010

713-844-3645 | [REDACTED]

## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, October 04, 2017 10:32 AM  
**To:** 'Clint Pasche'; Icken, Andy - MYR  
**Cc:** Darian Ward (Darian.Ward@houston.tx.gov); marvalette.hunter@houston.tx.gov (marvalette.hunter@houston.tx.gov)  
**Subject:** RE: Amazon Pitch - Mayor Testimonial Video

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Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
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Thank you,  
Clint



GREATER HOUSTON  
**PARTNERSHIP.**

10000 Katy Road, Suite 1000  
Houston, TX 77054-4100

**Clint Pasche**

Senior Vice President, Marketing and Communications

Partnership Tower

701 Avenida de las Americas, Suite 900 | Houston, TX 77010

713-844-3645 | [REDACTED]

## Bernstein, Alan - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Friday, September 29, 2017 4:43 PM  
**To:** [REDACTED]  
**Subject:** Amazon

The Houston bid is being developed. Sorry I don't have more.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

## **Bernstein, Alan - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Friday, September 29, 2017 12:58 PM  
**To:** 'Keates, Nancy'  
**Subject:** RE: Wall Street Journal story/ comment request

true

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

**From:** Keates, Nancy [REDACTED]  
**Sent:** Friday, September 29, 2017 12:19 PM  
**To:** Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** Wall Street Journal story/ comment request

Hi Alan,

For a story that is tentatively scheduled to run in the Wall Street Journal next week, I am saying that Houston is bidding to be the home of Amazon's second headquarters, HQ2. Please let me know if that's not true or if anything has changed.

Thank you,  
Nancy

--

--

**Nancy Keates**  
CORRESPONDENT

**THE WALL STREET JOURNAL.**

O: 503-697-5989  
[REDACTED]

**Bernstein, Alan - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Tuesday, September 26, 2017 9:00 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Icken, Andy - MYR  
**Subject:** Nothing Is Too Strange for Cities Wooing Amazon to Build There - NYTimes.com

<https://mobile.nytimes.com/2017/09/25/technology/woeing-amazon-second-headquarters.html>

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

## **Sylvester Turner - MYR**

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**From:** Koski, James - MYR  
**Sent:** Monday, October 02, 2017 6:30 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
**Subject:** FW: [Houston Strategies] Assessing Houston's Chances and Suitability for Amazon HQ2

Email from Houston Strategies about Amazon HQ2. Don't agree with everything here but still some interesting thoughts and background.

James Koski  
Deputy Chief of Staff  
Office of Mayor Sylvester Turner  
832.393.0833, [james.koski@houstontx.gov](mailto:james.koski@houstontx.gov)

**From:** [REDACTED] On Behalf Of Tory  
**Sent:** Monday, October 02, 2017 6:26 PM  
**To:** Houston Strategies <[houstonstrategies@googlegroups.com](mailto:houstonstrategies@googlegroups.com)>  
**Subject:** [Houston Strategies] Assessing Houston's Chances and Suitability for Amazon HQ2

This week we have a guest post from [Oscar \(Erik\) Slotboom](#) analyzing Houston's chances for Amazon HQ2. [Chris Tomlinson](#) also weighed in at the Chronicle. And I'll weigh in with my own thoughts at the end.

### **Assessing Houston's Chances and Suitability for Amazon HQ2**

Amazon's request for proposals by October 19 for its planned second headquarters dubbed HQ2 has unleashed a frenzy of interest across the country. The New York Times has designated Denver as the city to beat, and a leading site candidate in the area is a large tract halfway between Denver and Boulder along highway 36, an office park which curiously was originally developed by Houston's Phillips 66 to target alternative energy research. Denver's front-runner status seems justified, since it has the Rocky Mountain high (in more sense than one!) and does not have any fatal flaws which could knock out other likely leading candidates, such as high housing costs and inability to build new housing (Boston, NYC, California), poor business climate and/or government finance (NYC and Chicago), inadequate infrastructure for a 50K workforce (Austin), lack of coolness (Dallas-Fort Worth, Atlanta), and lack of tech workforce in numerous cities, including Houston. There are plenty of rankings and lists of contenders on the web, and not a single one I've seen mentions Houston as a candidate (1, 2, 3, 4, 5, 6).

North Texas has been especially interested and eager, with daily press reports of sites that local interests are promoting, including a detailed proposal for Victory Park by Hillwood (Perot's firm) and Hines, as well as numerous other sites including the planned Texas Central rail

station , Reunion arena site, the Valley View mall redevelopment site in North Dallas, the State Fair site at Exposition Park, Plano, and many more. Local interests are submitting up to 50 sites, which are being filtered for one unified submission.

The Houston Business Journal reported that Houston will likely submit a bid. But in contrast to North Texas and other cities, there's been negligible reporting of HQ2 activity in Houston. Which leads to the questions: how extensive is the local effort, does Houston have a chance, and would HQ2 even be a good fit for Houston?

### **Amazon's Requirement**

Amazon's RFP spells out their wishful wish list, and there is no magical place which meets all their desires. So Amazon's decision will be based on which criteria are most important, and perhaps only Jeff Bezos knows what will drive the decision. And Bezos may already have preferred location(s) in mind and is using this exercise to maximize the incentives to be offered by increasing the sense of competition.

Looking at the RFP, here is the number of lines dedicated to each criteria category:

<u>Lines in RFP on the subject</u>	<u>Houston's position</u>
Site and Buildings	50
Probably average or below	
Incentives	27
Likely to be less than other big cities	
Workforce	17
Below tech hubs	
Overall Logistics	14
	2

Good

Sustainability and Environment (mainly site buildings)

12

Depends on the building site

Business Climate

10

Good

Education

8

Average

Quality of Life

8

Average or below

Highways

7

Good (congestion is a factor)

Culture

4

Average or below

Public transit, bikes and pedestrians

4

Below average

Housing

2

Very good

3

If Amazon's decision criteria are in proportion to the RFQ space, then issues like public transit, culture, and quality of life may not be as important as numerous press reports have suggested, which would work in Houston's favor. The facility site, incentives, workforce, and logistics appear to be most important. On the other hand, business climate and housing, Houston's strengths, are not among top categories in the RFP. Most cities including Houston are going to struggle to meet the real estate requirement, either with downtown sites or ready-to-build suburban sites with around 100 acres. Cities with suitable sites under single ownership will have an advantage.

### **Houston's Chances**

First things first: will the risk of hurricane disasters and potential major disruption to business operations be a fatal flaw for Houston, especially with Harvey fresh on everyone's minds? There's a good chance the answer to that question is yes, especially since Seattle is at risk for a major earthquake, and a near 100% safe location for HQ2 makes sense from the business perspective. But the RFQ makes no mention of operational continuity, so let's assume we're still in the running.

**Sites:** Amazon is open to anything and everything, but ideally wants 500,000+ sf by 2019 with space to expand to 8,000,000 sf, which is equivalent to eight of Hines' newly built 48 story 1,050,000 sf office tower at 609 Main. While there is plenty of vacant space in Houston, I can't think of a location which is an ideal match for Amazon, especially given the 2019 deadline for phase 1 space of 500,000 to 1,000,000 sf.

This web post suggests three sites in Houston: 800 Bell (former ExxonMobil office), the 150-acre East River site, and the Astrodome. While 800 Bell is empty and available, it was completed in 1963 and its exterior design screams early 1960s retro, which is probably a negative. Can it be renovated to meet modern standards, everything including LEED standards, trans-gender restrooms and ceiling heights? While the originally planned renovation would have redone the exterior, I'm inclined to think Amazon will want something newer than a 54-year-old building. On the plus side, there are plenty of vacant lots around 800 Bell, and it is downtown, if that's what Amazon prefers.

I surveyed the East River site last week and I think it is a nonstarter. Approaching it from interstate 10 on Hirsch, you pass through a disadvantaged neighborhood with pre-WW2 housing and vacant lots – definitely not attractive. The east side of the site is bordered by warehouses, and going east along Clinton you'll find more warehouses, industrial facilities, and a scrap yard. Buffalo Bayou along the site has a large cliff-like dropoff to the water, as well as bulkheads along the water, and is



not much of asset in its current state. The north side of the property along Clinton is modern housing, which is not a vibrant urban scene Amazon may be seeking for a downtown location. In addition, there is no site work in progress yet, and the only office building is the old KBR building. I just can't see Amazon wanting to bring potential recruits to this site, it won't impress.

The Astrodome may have potential. Harris County has already slated \$105 million towards its conversion to a parking garage and event center , and that money could be redirected to an office conversion. Once the Dome is reduced to a shell, you could build multiple levels of offices in a ring around the perimeter inside, potentially getting up to 1 million square feet of offices overlooking the field area, creating one of the most distinctive offices anywhere with myriad possibilities for the center field area and maybe catwalks up high. Somewhat like a smaller version of the Apple headquarters inside a dome. There's plenty of parking, land for additional buildings is available probably for free since it is publicly owned, and it has good transportation access with the freeway and light rail. On negative side – potentially a show-stopper – is the need to coexist with the Houston Livestock Show and Rodeo, which may be possible for a smaller presence but not for a 50,000 person campus.

The former downtown post office site could be a potential candidate for downtown, but may not be large enough and the developer's current plan would need to be totally redone. Of course there is plenty office space in the Energy Corridor, such as the 1.4 million sf campus Conoco has recently abandoned , but environmentally-oriented Amazon will probably not want to be anywhere near an oil and gas industry cluster. There could be suburban sites readily available in a suburban area like the Woodlands, but the challenge is to deliver 500,000+ sf by 2019 with sufficient space for massive expansion.

In summary, Houston does not appear to have ideal candidates for the site, so we don't have any advantage in this crucial category.

**Incentives:** Houston will of course offer something, but most likely it will be much less than others will offer (and rightfully so, since there's no compelling reason to give away the farm for Amazon, like Wisconsin did for Foxconn). Incentives are unlikely to be an advantage for Houston.

**Workforce and Education:** We're going to rank behind tech hubs in the important workforce category, and we'll probably be in middle of the pack in terms of education. Conclusion: there is no advantage for Houston in these categories.

For education, I can't help but lament the demise of the proposed University of Texas Data Science Center. This new campus could have been a big plus in Houston's bid, as well as being a tremendous asset to the region to prepare our workforce for the future. The University of Texas name would have brought prestige and resources that others can't match. The cancellation due to narrow-minded political interests was a huge loss to Houston. (Disclosure: I'm a Texas Ex.)

**Other Factors:** For the remaining factors Houston will have advantages in business climate, logistics and housing, but lag behind others in public transit, culture and quality of life. Overall, no net advantage.

Which brings up a larger, more philosophical issue: are Amazon and Houston a good fit? If Amazon wants to duplicate its Seattle culture, image, and workforce dynamics, probably not. Being in the world's leading oil and gas center may not be consistent with their values. The high-growth Seattle tech scene is a totally different workforce dynamic with abundant tech workers and high churn. Amazon is notorious for its high turnover rate. Houston's lack of rival tech employers would provide a more staid, subdued employment scene.

### **Wildcards for Houston which could put us in play**

**Diversity:** Page 5 of the RFQ calls for the "presence and support of a diverse population". Houston would probably rank #1 among all contenders in this category, both domestically and in terms of immigrants. With the increased scrutiny of workforce diversity and inclusion in the tech industry, Houston would be a much better place to recruit black and Hispanic workers than Denver, Boston, and Austin, and certainly at least as good as any other place.

**Sites and Building:** Page 2 states that Amazon has a preference for "communities that think big and creatively when considering locations and real estate options". As mentioned above, an office in the Astrodome would be highly unique and something that no other city can duplicate, and likely very attractive to millennials due to the coolness factor. But that's only if the Astrodome is in play for Houston's proposal.

**Health Care:** Does Amazon have any future aspirations of being in the health care industry beyond prescriptions? If yes, the Texas Medical Center workforce and strong medical education system is among the best in the country.

**The scuttled University of Texas data science center:** Can this project be resurrected as part of Houston's proposal? It seems unlikely in the short time before the Amazon deadline, but if it can be resurrected it would be very helpful in closing the education gap.

**Jeff Bezos Houston connection:** He attended elementary school in Houston at River Oaks Elementary from fourth through sixth grade. Does he have fond memories of Houston, or does he prefer to avoid Houston?

**Downtown Freeway plans:** The \$4 billion plan to rebuild and expand Houston's downtown freeways to relieve congestion is expected to move forward in the 2020s. Most or all competing cities except Dallas have nothing in the works even remotely this ambitious for center-city infrastructure. Will Amazon view this as a plus?

**Airports (*Tory addition*):** fantastic nonstop air access to all of the Americas, if they want to drive an international expansion across Latin America.

## **Verdict**

The chances of Houston being selected seem very unlikely due to our lack of strength in the key categories. And that's not necessarily a bad thing, since Amazon is probably not a good fit for Houston.

Just about every city with at least 1 million in population will submit a bid. For most cities (including Houston), this isn't about winning, but it is about showing what you have to offer, and also that partnerships with Amazon are desired and valued. Amazon will continue to need distribution sites and regional offices, and here's a chance to show Amazon our strengths, so when they need that next logistics facility, they'll know we're a good place to do business. So, assuming that Houston will submit a bid, the Greater Houston Partnership should be sure to highlight our strengths in logistics and transportation.

Amazon's RFP says the final site selection and announcement will be in 2018. And North Texas should calm down and not get overexcited. Most likely, they'll also be on the losing end.

## Tory Commentary

In general, I pretty much agree with Oscar. I also think there's a more fundamental issue, which is that Amazon doesn't want to compete with the high-paying energy industry for local talent (especially if there's another oil boom!), nor does the energy industry want Amazon poaching their hard-recruited talent, especially technical talent. I just don't think there's much appetite here for Amazon, and the feeling is probably mutual.

Also, I think Amazon wants to be the "big fish in a small pond" (or maybe 'modest lake' for sufficient scale) wherever they go, with dominant influence (think Mercedes or Airbus in Alabama or BMW or Boeing in South Carolina), and that just wouldn't be the case in Houston with so many major Fortune 500 corporations here. They certainly would be in Denver though, and I agree with the NYTimes it's the most likely winner if they put a competitive incentive package together.

The most interesting wild card from Oscar's analysis is the UT data science center: if somehow those became synergistic campuses (maybe using the Astrodome or old Astroworld land?), it would certainly be a major differentiator vs. other cities. Even if we didn't win the HQ2, they may circle back for a major secondary office (data science + Americas intl HQ?)... a consolation prize worth shooting for?

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This post can also be found at

<http://www.HoustonStrategies.com>

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For more options, visit <https://groups.google.com/d/optout>.

## Sylvester Turner - MYR

---

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**Sent:** Monday, October 02, 2017 6:30 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
**Subject:** FW: [Houston Strategies] Assessing Houston's Chances and Suitability for Amazon HQ2

Email from Houston Strategies about Amazon HQ2. Don't agree with everything here but still some interesting thoughts and background.

James Koski  
Deputy Chief of Staff  
Office of Mayor Sylvester Turner  
832.393.0833, [james.koski@houstontx.gov](mailto:james.koski@houstontx.gov)

**From:** [REDACTED] On Behalf Of Tory  
**Sent:** Monday, October 02, 2017 6:20 PM  
**To:** Houston Strategies [REDACTED]  
**Subject:** [Houston Strategies] Assessing Houston's Chances and Suitability for Amazon HQ2

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Average

Quality of Life

8

Average or below

Highways

7

Good (congestion is a factor)

Culture

4

Average or below

Public transit, bikes and pedestrians

4

Below average

Housing

2

Very good

3

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**Sent:** Monday, October 02, 2017 11:01 PM  
**To:** Koski, James - MYR  
**Cc:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
**Subject:** Re: [Houston Strategies] Assessing Houston's Chances and Suitability for Amazon HQ2

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Times has designated Denver as the city to beat, and a leading site candidate in the area is a large tract halfway between Denver and Boulder along highway 36, an office park which curiously was originally developed by Houston's Phillips 66 to target alternative energy research. Denver's front-runner status seems justified, since it has the Rocky Mountain high (in more sense than one!) and does not have any fatal flaws which could knock out other likely leading candidates, such as high housing costs and inability to build new housing (Boston, NYC, California), poor business climate and/or government finance (NYC and Chicago), inadequate infrastructure for a 50K workforce (Austin), lack of coolness (Dallas-Fort Worth, Atlanta), and lack of tech workforce in numerous cities, including Houston. There are plenty of rankings and lists of contenders on the web, and not a single one I've seen mentions Houston as a candidate (1, 2, 3, 4, 5, 6).

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	27
Likely to be less than other big cities	
Workforce	
	17
Below tech hubs	
Overall Logistics	
	14
Good	
Sustainability and Environment (mainly site buildings)	
	12
Depends on the building site	
Business Climate	
	10
Good	
Education	
	8
Average	
Quality of Life	
	8
Average or below	
Highways	
	7
	3

Good (congestion is a factor)

Culture

4

Average or below

Public transit, bikes and pedestrians

4

Below average

Housing

2

Very good

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**Sent:** Tuesday, October 03, 2017 12:13 AM  
**To:** Icken, Andy - MYR  
**Cc:** Koski, James - MYR; Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
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Quality of Life	8
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Highways	7
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## Houston's Chances

First things first: will the risk of hurricane disasters and potential major disruption to business operations be a fatal flaw for Houston, especially with Harvey fresh on everyone's minds? There's a good chance the answer to that question is yes, especially since Seattle is at risk for a major earthquake, and a near 100% safe location for HQ2 makes sense from the business perspective. But the RFQ makes no mention of operational continuity, so let's assume we're still in the running.

**Sites:** Amazon is open to anything and everything, but ideally wants 500,000+ sf by 2019 with space to expand to 8,000,000 sf, which is equivalent to eight of Hines' newly built 48 story 1,050,000 sf office tower at 609 Main. While there is plenty of vacant space in Houston, I can't think of a location which is an ideal match for Amazon, especially given the 2019 deadline for phase 1 space of 500,000 to 1,000,000 sf.

This web post suggests three sites in Houston: 800 Bell (former ExxonMobil office), the 150-acre East River site, and the Astrodome. While 800 Bell is empty and available, it was completed in 1963 and its exterior design screams early 1960s retro, which is probably a negative. Can it be renovated to meet modern standards, everything including LEED standards, trans-gender restrooms and ceiling heights? While the originally planned renovation would have redone the exterior, I'm inclined to think Amazon will want something newer than a 54-year-old building. On the plus side, there are plenty of vacant lots around 800 Bell, and it is downtown, if that's what Amazon prefers.

I surveyed the East River site last week and I think it is a nonstarter. Approaching it from interstate 10 on Hirsch, you pass through a disadvantaged neighborhood with pre-WW2 housing and vacant lots – definitely not attractive. The east side of the site is bordered by warehouses, and going east along Clinton you'll find more warehouses, industrial facilities, and a scrap yard. Buffalo Bayou along the site has a large cliff-like dropoff to the water, as well as bulkheads along the water, and is not much of an asset in its current state. The north side of the property along Clinton is modern housing, which is not a vibrant urban scene Amazon may be seeking for a downtown location. In addition,

there is no site work in progress yet, and the only office building is the old KBR building. I just can't see Amazon wanting to bring potential recruits to this site, it won't impress.

The Astrodome may have potential. Harris County has already slated \$105 million towards its conversion to a parking garage and event center, and that money could be redirected to an office conversion. Once the Dome is reduced to a shell, you could build multiple levels of offices in a ring around the perimeter inside, potentially getting up to 1 million square feet of offices overlooking the field area, creating one of the most distinctive offices anywhere with myriad possibilities for the center field area and maybe catwalks up high. Somewhat like a smaller version of the Apple headquarters inside a dome. There's plenty of parking, land for additional buildings is available probably for free since it is publicly owned, and it has good transportation access with the freeway and light rail. On negative side – potentially a show-stopper – is the need to coexist with the Houston Livestock Show and Rodeo, which may be possible for a smaller presence but not for a 50,000 person campus.

The former downtown post office site could be a potential candidate for downtown, but may not be large enough and the developer's current plan would need to be totally redone. Of course there is plenty office space in the Energy Corridor, such as the 1.4 million sf campus Conoco has recently abandoned, but environmentally-oriented Amazon will probably not want to be anywhere near an oil and gas industry cluster. There could be suburban sites readily available in a suburban area like the Woodlands, but the challenge is to deliver 500,000+ sf by 2019 with sufficient space for massive expansion.

In summary, Houston does not appear to have ideal candidates for the site, so we don't have any advantage in this crucial category.

**Incentives:** Houston will of course offer something, but most likely it will be much less than others will offer (and rightfully so, since there's no compelling reason to give away the farm for Amazon, like Wisconsin did for Foxconn). Incentives are unlikely to be an advantage for Houston.

**Workforce and Education:** We're going to rank behind tech hubs in the important workforce category, and we'll probably be in middle of the pack in terms of education. Conclusion: there is no advantage for Houston in these categories.

For education, I can't help but lament the demise of the proposed University of Texas Data Science Center. This new campus could have been a big plus in Houston's bid, as well as being a tremendous asset to the region to prepare our workforce for the future. The University of Texas name would have brought prestige and resources that others can't match. The cancellation due to narrow-minded political interests was a huge loss to Houston. (Disclosure: I'm a Texas Ex.)

**Other Factors:** For the remaining factors Houston will have advantages in business climate, logistics and housing, but lag behind others in public transit, culture and quality of life. Overall, no net advantage.

Which brings up a larger, more philosophical issue: are Amazon and Houston a good fit? If Amazon wants to duplicate its Seattle culture, image, and workforce dynamics, probably not. Being in the world's leading oil and gas center may not be consistent with their values. The high-growth Seattle tech scene is a totally different workforce dynamic with abundant tech workers and high churn. Amazon is notorious for its high turnover rate. Houston's lack of rival tech employers would provide a more staid, subdued employment scene.

### **Wildcards for Houston which could put us in play**

**Diversity:** Page 5 of the RFQ calls for the "presence and support of a diverse population". Houston would probably rank #1 among all contenders in this category, both domestically and in terms of immigrants. With the increased scrutiny of workforce diversity and inclusion in the tech industry, Houston would be a much better place to recruit black and Hispanic workers than Denver, Boston, and Austin, and certainly at least as good as any other place.

**Sites and Building:** Page 2 states that Amazon has a preference for “communities that think big and creatively when considering locations and real estate options”. As mentioned above, an office in the Astrodome would be highly unique and something that no other city can duplicate, and likely very attractive to millennials due to the coolness factor. But that’s only if the Astrodome is in play for Houston’s proposal.

**Health Care:** Does Amazon have any future aspirations of being in the health care industry beyond prescriptions? If yes, the Texas Medical Center workforce and strong medical education system is among the best in the country.

**The scuttled University of Texas data science center:** Can this project be resurrected as part of Houston’s proposal? It seems unlikely in the short time before the Amazon deadline, but if it can be resurrected it would be very helpful in closing the education gap.

**Jeff Bezos Houston connection:** He attended elementary school in Houston at River Oaks Elementary from fourth through sixth grade. Does he have fond memories of Houston, or does he prefer to avoid Houston?

**Downtown Freeway plans:** The \$4 billion plan to rebuild and expand Houston’s downtown freeways to relieve congestion is expected to move forward in the 2020s. Most or all competing cities except Dallas have nothing in the works even remotely this ambitious for center-city infrastructure. Will Amazon view this as a plus?

**Airports (*Tory addition*):** fantastic nonstop air access to all of the Americas, if they want to drive an international expansion across Latin America.

## **Verdict**

The chances of Houston being selected seem very unlikely due to our lack of strength in the key categories. And that's not necessarily a bad thing, since Amazon is probably not a good fit for Houston.

Just about every city with at least 1 million in population will submit a bid. For most cities (including Houston), this isn't about winning, but it is about showing what you have to offer, and also that partnerships with Amazon are desired and valued. Amazon will continue to need distribution sites and regional offices, and here's a chance to show Amazon our strengths, so when they need that next logistics facility, they'll know we're a good place to do business. So, assuming that Houston will submit a bid, the Greater Houston Partnership should be sure to highlight our strengths in logistics and transportation.

Amazon's RFP says the final site selection and announcement will be in 2018. And North Texas should calm down and not get overexcited. Most likely, they'll also be on the losing end.

## **Tory Commentary**

In general, I pretty much agree with Oscar. I also think there's a more fundamental issue, which is that Amazon doesn't want to compete with the high-paying energy industry for local talent (especially if there's another oil boom!), nor does the energy industry want Amazon poaching their hard-recruited talent, especially technical talent. I just don't think there's much appetite here for Amazon, and the feeling is probably mutual.

Also, I think Amazon wants to be the "big fish in a small pond" (or maybe 'modest lake' for sufficient scale) wherever they go, with dominant influence (think Mercedes or Airbus in Alabama or BMW or Boeing in South Carolina), and that just wouldn't be the case in Houston with so many major Fortune 500 corporations here. They certainly would be in Denver though, and I agree with the NYTimes it's the most likely winner if they put a competitive incentive package together.

The most interesting wild card from Oscar's analysis is the UT data science center: if somehow those became synergistic campuses (maybe using the Astrodome or old Astroworld land?), it would certainly be a major differentiator vs. other cities. Even if we didn't win the HQ2, they may circle back for a major secondary office (data science + Americas intl HQ?)... a consolation prize worth shooting for?

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This post can also be found at

<http://www.HoustonStrategies.com>

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For more options, visit <https://groups.google.com/d/optout>.

## **Sylvester Turner - MYR**

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**From:** John Reale [REDACTED]  
**Sent:** Wednesday, October 04, 2017 11:41 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Edwards, Amanda - CNL  
**Subject:** Re: Houston X

Mayor Turner, thanks for your mail.

One of the things I don't take for granted is the power of a united community working together. Through building Station, I continue to learn how to build a community, be its champion and the great responsibilities that come with this. I believe this is one of the ideals that we share and are core to who we are.

We started Station to transform Houston. Our task force made sure we addressed our challenges and failures so we all can deeply understand the problem and task at hand. We started Entrepreneurs for Houston to use our talents to develop solutions to aid our community while using our platform to drive donations to the relief fund. I am completely committed to our vision to transform Houston and bringing the community together to do so.

Today, I met with Dick Williams to share in greater depth these ideals with - items I've shared through my mails and our meetings - to ensure this is core to what we take forward. Millennials and our entrepreneurs must be involved to ensure this organization looks like Houston, represents Houston, and that our spirit of innovation remains authentic. Houston X's soul must be developed from the bottom-up. I believe there needs to be a transparent and inclusive process to bring people to the table...this must be one of our demands. This is why the call to action of the drafted vision piece has you activate the community to get involved.

I've pasted my recommendations below. Unless you provide a different direction, I'll take the responsibility of reinforcing these points with Gina, Dick and others to ensure they are explicit. We will uphold these values to take Houston forward.

JR

### **Recommendations:**

1. I recommend we move forward to endorse the forming of the Houston Exponential to consolidate efforts to maximize ecosystem impacts so long as the items listed below are specifically included in the plan
2. I recommend we communicate to meeting participants from the Monday (Barbara Burger, Bob Harvey, Gina Luna, Lori Vettters, Randy Walker) so they have clarity on our recommendations as well as a clear message to HTC Board members and GHP Innovation Roundtable members ahead of their planned 10-October Board meeting.



3. I recommend that Amanda and I convene a meeting with the Task Force over the next two weeks to communicate the same, consistent plan.

#### **Action Items:**

- 1. Vision Piece** - recommend we get something published during the next two weeks to clearly outline this plan. I'm happy to help with how we can use ecosystem events to communicate this plan. I attached draft I wrote a few weeks back if helpful...I'm sure, since it is about 40 days old, it needs work.
- 2. Amazon** - recommend we target an event on the 19-Oct (day Amazon proposal is due) to make an ecosystem announcement integrating some of the Amazon messaging into the press conference. Ideally, we would announce the intention to launch the Innovation District on this date as this ties back to the proposed location for Amazon HQ2.

#### **Suggested Houston Exponential Feedback / Requests:**

- 1. Innovation District Committee** - request one of the goals / objectives of this committee be tied to Task Force recommendation of connecting back to Complete Communities
- 2. Advisory Council** - create a regular communication plan with committee chairs and / or CEO to ensure you are briefed on a monthly / quarterly basis
- 3. Committees** - request plan as to how committees will be formed to be inclusive of the community, including "Power of 5" members (academia; corporations; entrepreneurs; investors; govt)
- 4. Youth Inclusion** - Within committees, ensure that our young people are at the table.
- 5. Education** - request that an education committee be formally added as one of the launch committees. I would suggest Gabriela Rowe (Village School) to chair this committee. Request that one of the goals / objectives of this committee be tied to Task Force recommendation to connect into Hire Houston Youth Program and Complete Communities program
- 6. Conferences** - request that Houston First and Visit Houston be participants in relevant committees to ensure we have an integrated into our convention and visitor strategy and plan
- 7. Advisory Board + Board** - happy to provide recommendations if requested on millennial candidates from tech community
- 8. City Committee Members** - recommend working internally with Amanda, Andy, Jesse Bounds and Stephen David to identify which City employees should be included in the various Advocacy and Policy Committees as City representatives
- 9. Data Science Institute** - recommend the eventual CEO of HoustonX be part of the Data Science Task Force (which I believe Jeff Schlenbarger from Chevron is leading?)

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John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*

On Wed, Oct 4, 2017 at 10:32 PM, Sylvester Turner - MYR <[Mayor.ST@houstontx.gov](mailto:Mayor.ST@houstontx.gov)> wrote:  
JR in April I met with you and CM Edwards on startups, technology and innovation. Subsequently I had a conversation with David Wolfe who asked to do everything I could to restart the conversation on the Institute of Data Sciences. I then inserted references in the State of City address. It was the CM who pushed for the creation of the Task Force which ultimately led to the presentation to me.  
In June I led the delegation to Israel where the focus was heavily on their success with startups, technology and innovations. There were people on that trip that I did not see around the table 2 weeks ago when we met.

Neither was the CM who was a part of this from the beginning.

I appreciate the fact that HTC was at the table with GHP and everyone was saying the same things, but I do have questions on what impact a merger will have on future startups and will this new entity be inviting to the diversity that exists within our community. The lack of millennials on the proposed board did raise concerns and I certainly appreciate GHP providing me with proposed board members, but I am also considering others as well.

In my humble opinion we will achieve our ultimate result if we are collaborative in our approach, take full advantage of everyone interested in advancing the City's position, not create an additional organization that excludes others (or at least doesn't appear to be inclusive and inviting).

The start of this was organic and I could feel and hear from people that they wanted to create this innovative ecosystem and put Houston in a more competitive position because we are having to catchup. I know we need to move forward but if we are not collaborative and open in our approach, we will make advances in creating this ecosystem but it will not be transformational. Therein lies my hesitancy.

Sent from my iPhone

> On Oct 2, 2017, at 6:19 PM, John Reale <[REDACTED]> wrote:

>

> Hope you are well. Drafts materials related to Innovation Initiative attached.

>

> Need direction on next steps to respond to HTC and GHP.

>

> Thanks,

> JR

>

> ---

>

>

> John S. Reale, Jr.

>

> Co-Founder, CEO

>

> 713.825.2768

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> Please consider joining Entrepreneurs for

Houston<<https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fentrepreneursforhouston.org%2F&data=02%7C01%7CMayor.ST%40houstontx.gov%7C5d2c9f6a950e46a485eb08d509ec0d6b%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636425831854922458&sdata=RNEjbBgxpAwfI8XjyscmPoqAJZs5KlsfF0DRcF%2F2YkA%3D&reserved=0>> to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey

>

>

> ----- Forwarded message -----

> From: Jon Nordby <[REDACTED]>

> Date: Mon, Oct 2, 2017 at 11:32 AM

> Subject: RE: Houston X

> To: "John S. Reale, Jr." <[jr@stationhouston.org](mailto:jr@stationhouston.org)>

> Cc: Amanda Edwards <[amanda.edwards@houstontx.gov](mailto:amanda.edwards@houstontx.gov)> <<mailto:amanda.edwards@houstontx.gov>>>

>

>  
> Attaching the Playbook (Long version), Committee Chair Deck (Short version) Communications Plan which would not be for broad circulation but does include the FAQ's and lastly, the message outline in regard to the launch. These are all still in draft form - Playbook is about 95% there and communications docs about 75%. We are also currently crafting the press releases.

>  
> Would love your feedback.

> Jon

> -----Original Message-----

> From: John S. Reale, Jr. [mailto:jsreale@stationhouston.org]  
> Sent: Monday, October 2, 2017 7:18 AM  
> To: Jon Nordby [mailto:jnordby@stationhouston.org]  
> Cc: Amanda Edwards <amanda.edwards@houstontx.gov<mailto:amanda.edwards@houstontx.gov>>  
> Subject: Houston X

> Good morning.

> Please send the latest versions of documents related to Houston X when you get a moment. I know there is a short and long version of deck as well as an FAQ.

> Thanks Jon!

> JR

> --

> John S. Reale, Jr.  
> Co-Founder & CEO  
> Station Houston

> [REDACTED]  
> (713) 825.2768<tel:%28713%29%20825.2768>

> Please excuse any typos or tone of this message as Siri and I aren't always on the same page. This message was sent from my iPhone.

>  
> <Houston Exponential Charter and Playbook 20170919.pdf>  
> <Houston Exponential Message Outline and FAQsv10.docx>  
> <Houston Exponential Communications Plan\_v5.docx>  
> <Committee Chairs.pdf>

## **Sylvester Turner - MYR**

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**From:** Edwards, Amanda - CNL  
**Sent:** Friday, October 06, 2017 10:47 AM  
**To:** John Reale; Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR  
**Subject:** RE: Innovation Initiative - Follow-up  
**Attachments:** (Revised per Meeting) Memo for Mayor's Tech Meeting.doc; Innovation in Houston.pdf

All,

I have attached my revised notes (showing only the items where we had consensus) from our September 27<sup>th</sup> meeting with the Mayor as well as my comments on the HX documents provided. Here are some of my thoughts (below in red) on JR's summary:

### **Amanda K. Edwards**

Houston City Council | At-Large, Position 4  
[AtLarge4@houstontx.gov](mailto:AtLarge4@houstontx.gov)  
832-393-3012

**From:** John Reale [mailto:John.Reale@houstontx.gov]  
**Sent:** Thursday, September 28, 2017 2:34 PM  
**To:** Sylvester Turner - MYR <Mayor.ST@houstontx.gov>  
**Cc:** Icken, Andy - MYR <Andy.Icken@houstontx.gov>; Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov>; Edwards, Amanda - CNL <Amanda.Edwards@houstontx.gov>  
**Subject:** Innovation Initiative - Follow-up

Mayor Turner,

Hope you had a great birthday. I appreciate all of your time this week to drive our innovation initiative forward.

I've provided (1) recommendations; (2) action items; and (3) suggested feedback and requests related to Houston Exponential below. Copying Amanda, Andy and Marvalette should they have other points I might have missed.

JR

### **Recommendations:**

1. I recommend we move forward to endorse the forming of the Houston Exponential to consolidate efforts to maximize ecosystem impacts so long as the items listed below are specifically included in the plan – I think that it should also be made clear that the City is still reviewing and has some additional comments/revisions that are forthcoming.

2. I recommend we communicate to meeting participants from the Monday (Barbara Burger, Bob Harvey, Gina Luna, Lori Vettters, Randy Walker) so they have clarity on our

recommendations as well as a clear message to HTC Board members and GHP Innovation Roundtable members ahead of their planned 10-October Board meeting. – I think whatever is communicated should highlight that City feedback is forthcoming and should be incorporated.

3. I recommend that Amanda and I convene a meeting with the Task Force over the next two weeks to communicate the same, consistent plan. – I think all members of the Mayor's Task Force should be invited to participate in the new structure if they would like. What is confusing to me is that the HX report highlights the Mayor's Task Force as a present entity, but it has technically completed its charge. What are your thoughts about extending the Mayor's Task Force's existence as the Advisory Group I mentioned in my recommendations that periodically meets w Mayor and works with HX? I think a meeting on October 17 at 4pm may work with my schedule.

### **Action Items:**

**1. Vision Piece** - recommend we get something published during the next two weeks to clearly outline this plan. I'm happy to help with how we can use ecosystem events to communicate this plan. I attached draft I wrote a few weeks back if helpful...I'm sure, since it is about 40 days old, it needs work. I thought the vision piece was supposed to be folded into the press conference. FYI - I have not yet had an opportunity to review the vision statement provided

**2. Amazon** - recommend we target an event on the 19-Oct (day Amazon proposal is due) to make an ecosystem announcement integrating some of the Amazon messaging into the press conference. Ideally, we would announce the intention to launch the Innovation District on this date as this ties back to the proposed location for Amazon HQ2. I thought we were targeting November. I have a conflict on October 19<sup>th</sup> and I would like to be present for this. I think it is ok if we push this back to November.

### **Suggested Houston Exponential Feedback / Requests: Please see my notes attached.**

**1. Innovation District Committee** - request one of the goals / objectives of this committee be tied to Task Force recommendation of connecting back to Complete Communities – Please see my notes instead - I have attached a copy of my amended notes from the September 27 meeting that addresses this topic.

**2. Advisory Council** - create a regular communication plan (i.e. meetings) with committee chairs and / or CEO to ensure you are briefed on a monthly / quarterly basis – Per my note above, this may be the Mayor's Task Force group. . . (open for discussion)

**3. Committees** - request plan as to how committees (and other governance structures within HX) will be formed to be inclusive of the community, including "Power of 5" members (academia; corporations; entrepreneurs; investors; govt)

- 4. Youth Inclusion** - Within committees, ensure that our young people are at the table. We should also be inclusive of other forms of diversity. See my HX notes.
- 5. Education** - request that an education committee be formally added as one of the launch committees. I would suggest Gabriela Rowe (Village School) [Does she work with TMC with their program? I think someone at City and TMC need to be part of the conversation about leadership for this] to chair this committee. Request that one of the goals / objectives of this committee be tied to Task Force recommendation to connect into Hire Houston Youth Program and Complete Communities program [Please see my attached notes on Hire Houston Youth and Innovation Curriculum]
- 6. Conferences** - request that Houston First and Visit Houston be participants in relevant committees to ensure we have an integrated into our convention and visitor strategy and plan – My attached notes on this supplement this point.
- 7. Advisory Board + Board** - happy to provide recommendations if requested on millennial candidates from tech community – That would be helpful. We also need City representation, millennials and other recommendations of Mayor at the table, as well. Also, see my attached notes on engagement with the Mayor.
- 8. City Committee Members** - recommend working internally with Amanda, Andy, Jesse Bounds and Stephen David to identify which City employees/representatives should be included in the various Advocacy and Policy Committees as City representatives
- 9. Data Science Institute** - recommend the eventual CEO of HoustonX be part of the Data Science Task Force (which I believe Jeff Schlenbarger from Chevron is leading?) – I will defer fully to the Mayor to comment on this.

---  
John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*



# CITY OF HOUSTON

Amanda K. Edwards, At-Large 4

## Interoffice

Correspondence

### Mayor's Task Force for Technology & Innovation Implementation Priorities & Suggestions

September 27, 2017

The items below contain recommendations regarding the prioritization and implementation of various recommendations contained within the June 2017 report presented by the Mayor's Task Force for Technology & Implementation. These recommendations reflect input provided by Council Member Amanda Edwards for purposes of discussion with Mayor Turner, members of his team, as well as with John Reale, Jr., Task Force Chair.

#### *General Priorities for Implementation*

- **Innovation District:** (Creation of a district that fosters collisions, births new technologies and companies, and brings together talent. Such district must incorporate density for ecosystem participants; provide access to multimodal transit options, embrace diversity & inclusivity, and be a place where people can live, work and play. Smart technology usage in innovation district is an additional bonus.)
  - 4<sup>th</sup> Quarter 2017: Mayor's Press Conference to announce (1) launch of the Innovation District, (2) Vision for Innovation and (3) Submission of bid for Amazon (in a manner that grabs attention of public in a clever way)
  - 4<sup>th</sup> Quarter 2017/1<sup>st</sup> Quarter 2018: Pass package of ordinances needed to maximize and expedite the impact of the Innovation District creation (i.e. expedited permitting, 380 agreements, branding, consideration of management district, depending on location, and potential creation of an overlay district of special regulatory exceptions)
  - *Other Items of Consideration for the Innovation District:*
    - Consider different options of connecting the Innovation District to Complete Communities by (1) putting the Innovation District in a Complete Community, (2) cultivating Makers spaces in Complete Communities, or (3) ensuring METRO connectors bring connect Innovation District and Makers spaces with Complete Communities.
    - Consider profiles that have potential for density, access to rail, can embrace live, work, play development, and connect to other business centers (that connect customer base with start ups) – Downtown, EADO, Midtown, or any other areas that match that profile.
- **Advisory Council to the Mayor:** Create or collaborate with separate entity to formulate an Advisory Council from whom the Mayor receives regular briefings.
  - 1<sup>st</sup> Quarter 2018: Select & Commence Advisory Council
  - 2nd Quarter 2018: Commence the planning and development of key recommendations from the Task Force report, including: (1) the Smart City Plan (timeline & objectives), (2) Open Data recommendations and implementation, (3) recommendations for revisions to procurement practices, (4) Secondment/Loaned Executive Program, and (5) City of Houston being considered as a Testing Ground for Innovation.

- *Special Considerations:* Such a group should include both community experts, as well as representation from within the City of Houston who are connected to various components of the City of Houston's policy vision and values.
- **Recruit Technology & Entrepreneurship Conferences to Houston, as well as develop a flagship conference or summit:**
  - **1<sup>st</sup> Quarter 2018:** Work with Advisory Council & Houston First to identify desirable Technology & Entrepreneurship Conference options and aggressively pursue conferences to relocate to Houston.
  - **1<sup>st</sup> Quarter 2018:** Work with Advisory Council & GHP & Houston First to begin planning for the [4<sup>th</sup> Quarter 2018/1<sup>st</sup> Quarter 2019] launch of ARTificial Intelligence Week to celebrate Art & Innovation, with a State of Innovation kickoff event featuring the Mayor.

#### ***Education Related Activity***

- **Innovation Curriculum:** Enlist the City's Director of Education to (1) facilitate innovation expert rotation in schools to inspire young people, increase exposure and knowledge and drive access to potential careers in technology; and (2) facilitate a standardized invention, innovation and entrepreneurship curriculum (with pitch day competitions)
  - **2<sup>nd</sup> Quarter 2018:** Connect Director of Education with Advisory Council, TMC & HISD to create a "young inventors" program curriculum with pitch day competitions incorporated.
  - *Special Considerations:* focus within our Complete Communities to commence in 2019 School Year
- **Expand Hire Houston Youth:** Expand Hire Houston Youth Program to include corporate sponsorship of eligible candidates to attend coding academies as well as internships at early stage tech companies
  - **2<sup>nd</sup> Quarter 2018:** Mayor to host Tech Press Conference at Tech partner site announcing the number of youth hired into tech related jobs.
  - *Special Consideration:* Rely on Advisory Council to handle company recruitment.

#### ***Other Key Items Already Being Handled by Mayor & Private Sector***

- Data Sciences Center – (Mayor & private sector already handling)
- High Tech Firm Recruitment: (Mayor & private sector are already handling)





# CITY OF HOUSTON

Amanda K. Edwards, At-Large 4

## Interoffice

Correspondence

### Mayor's Task Force for Technology & Innovation Implementation Priorities & Suggestions

September 27, 2017

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    - Consider different options of connecting the Innovation District to Complete Communities by (1) putting the Innovation District in a Complete Community, (2) cultivating Makers spaces in Complete Communities, or (3) ensuring METRO connectors bring connect Innovation District and Makers spaces with Complete Communities.
    - Consider profiles that have potential for density, access to rail, can embrace live, work, play development, and connect to other business centers (that connect customer base with start ups) – Downtown, EADO, Midtown, or any other areas that match that profile.
- **Advisory Council to the Mayor:** Create or collaborate with separate entity to formulate an Advisory Council from whom the Mayor receives regular briefings.
  - **1<sup>st</sup> Quarter 2018:** Select & Commence Advisory Council
  - **2nd Quarter 2018:** Commence the planning and development of key recommendations from the Task Force report, including: (1) the Smart City Plan (timeline & objectives), (2) Open Data recommendations and implementation, (3) recommendations for revisions to procurement practices, (4) Secondment/Loaned Executive Program, and (5) City of Houston being considered as a Testing Ground for Innovation.

- *Special Considerations:* Such a group should include both community experts, as well as representation from within the City of Houston who are connected to various components of the City of Houston's policy vision and values.
- **Recruit Technology & Entrepreneurship Conferences to Houston, as well as develop a flagship conference or summit:**
  - **1<sup>st</sup> Quarter 2018:** Work with Advisory Council & Houston First to identify desirable Technology & Entrepreneurship Conference options and aggressively pursue conferences to relocate to Houston.
  - **1<sup>st</sup> Quarter 2018:** Work with Advisory Council & GHP & Houston First to begin planning for the [4<sup>th</sup> Quarter 2018/1<sup>st</sup> Quarter 2019] launch of ARTificial Intelligence Week to celebrate Art & Innovation, with a State of Innovation kickoff event featuring the Mayor.

#### ***Education Related Activity***

- **Innovation Curriculum:** Enlist the City's Director of Education to (1) facilitate innovation expert rotation in schools to inspire young people, increase exposure and knowledge and drive access to potential careers in technology; and (2) facilitate a standardized invention, innovation and entrepreneurship curriculum (with pitch day competitions)
  - **2<sup>nd</sup> Quarter 2018:** Connect Director of Education with Advisory Council, TMC & HISD to create a "young inventors" program curriculum with pitch day competitions incorporated.
  - *Special Considerations:* focus within our Complete Communities to commence in 2019 School Year
- **Expand Hire Houston Youth:** Expand Hire Houston Youth Program to include corporate sponsorship of eligible candidates to attend coding academies as well as internships at early stage tech companies
  - **2<sup>nd</sup> Quarter 2018:** Mayor to host Tech Press Conference at Tech partner site announcing the number of youth hired into tech related jobs.
  - *Special Consideration:* Rely on Advisory Council to handle company recruitment.

#### ***Other Key Items Already Being Handled by Mayor & Private Sector***

- Data Sciences Center – (Mayor & private sector already handling)
- High Tech Firm Recruitment: (Mayor & private sector are already handling)

## Sylvester Turner - MYR

---

**From:** Jimmie Lee Solomon <[REDACTED]@gmail.com>  
**Sent:** Saturday, October 07, 2017 11:53 AM  
**To:** Sylvester Turner - MYR  
**Subject:** Your City Will Lose the Contest for Amazon's New HQ

[https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.slate.com%2Farticles%2Fbusiness%2Fmetropolis%2F2017%2F09%2Fyour\\_city\\_will\\_lose\\_the\\_contest\\_for\\_amazon\\_s\\_new\\_hq.html&data=02%7C01%7Cmayor.st%40houstontx.gov%7Cb695dd7f112d4a6b78b808d50da3d474%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636429919645624884&sdata=4ZWjLrA8hZ%2BwYC5gqwkL2wcMsZUunYtK98BPd3aQoU0%3D&reserved=0](https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.slate.com%2Farticles%2Fbusiness%2Fmetropolis%2F2017%2F09%2Fyour_city_will_lose_the_contest_for_amazon_s_new_hq.html&data=02%7C01%7Cmayor.st%40houstontx.gov%7Cb695dd7f112d4a6b78b808d50da3d474%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636429919645624884&sdata=4ZWjLrA8hZ%2BwYC5gqwkL2wcMsZUunYtK98BPd3aQoU0%3D&reserved=0)

## **Sylvester Turner - MYR**

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**From:** Sylvester Turner - MYR  
**Sent:** Sunday, October 08, 2017 7:03 PM  
**To:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
**Subject:** Amazon

Andy, I took a look at the RFP. I believe we will be making a fatal mistake to submit a proposal primarily proposing a potential 15 acre site and the Bell location. I suggest we include the KBR site, the 300 acres owned by UT, I am told the Port owns a lot of acres and Walmart opened a distribution Center close by, and I would not rule out Sharptown and Greenspoint Mall sites. Though the latter 2 are not covered by light rail, we can work to design a transit plan.

We must emphasize in the proposal that the City of Houston is a relatively young City that is still evolving and maturing and dynamic. We are a growing City that can grow with the company. With that being said we are in a good position to build and develop to accommodate their needs now and into the future.

With regard to the incentives being offered, can you quantify the value of the package. Are there additional things that the airport or Metro or Houston First can offer that go beyond tax incentives that would be unique and special?

I want to reach out to others for some additional ideas and would like to include things I believe helpful in the proposal. For example, I am asking Communications to work on a video presentation by me which I would like included. As soon as possible I would like to review the draft proposal of GHP.

This cannot be a boilerplate proposal. It has to be innovative, futuristic and aggressive. It must highlight our diversity and our young talent.

Sent from my iPhone

## **Sylvester Turner - MYR**

---

**From:** Icken, Andy - MYR  
**Sent:** Sunday, October 08, 2017 8:19 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR; Bernstein, Alan - MYR  
**Subject:** Re: Amazon

Mayor

I'll answer a few of these at this time.

1- we agree your video is critical and we have been working with Alan on it. I believe he has carved out time on your calendar Tuesday and been working the script. I'll check status in the am. We are also arranging other videos of education , business and community leaders

2- first our proposal is not going to be a single site. In fact it is three different sites and the available land we calculate as approaching 200 acres. In the last part of the outline we describe three sites. The largest is the East River site of 142 acres or the former KBR SITE fully controlled and offered by Midway. The second one is the multiple blocks available proximate to the EXXON Building that does include the minimum sq ft of existing buildings required. We expect to have property availabilities of over 15 acres there the third site is the Rice Sears site which is fully controlled by Rice and metro and we expect it is fully available of 15 acres. In addition connecting the EXXON Site and Rice sears site ate full block availabilities we calculate as over 15 acres.

3- We has considerable conversations with those that have dealt with Amazon over the past 15 years. JR and Blair Garrou are our greatest source of info here. While the RFP describes a possible 'suburban campus' of 100 acres that is not what they have ever done and in fact have particularly emphasized access to diverse neighborhoods with residences and quality of life amenities within walking distances to the work environment.

4- we were also cautioned to be as specific as we can be in a site proposal our three site Orion doesn't fully respect that advice but we believe the breadth of our proposal and the connectivity between them today or what we can create over time will Still have them seriously evaluate it.

5- we believe if we further add to the solid proposal we are making and add other possible sites we will diminish our overall proposal and run real risks of not being considered at all This view is supported by many of our startups , by Blair and JR and what we have seen Amazon do previously.

6- we dis have conversations with U T and Jeff Hildebrand specifically. Jeff did not want to put the land in the package as his charge from the Lege and Governor are to fully recover the 216m\$ U T spent on the property. In addition any large campus we offer requires a committed developer to put in sizable infrastructure .that is likely at least 25m\$ and U T was not prepared to commit that. The possibility of Port land did not come up however knowing the limited amount they control and the likely value to imports and exports.

In addition I would be concerned any land there would be viewed favorably since it is our strong belief that Amazon isn't ultimately buying land but rather setting a stage so they can acquire and retain a highly skilled workforce that they believe is best centered ina core urban environment.

Mayor none of our judgments are hard science or engineering. We have depended heavily on what Amazon has done historically and equally on those like JR and Blair who have had extensive experience with Amazon.

Finally I agree our incentive discussion must be broad based and not reflect solely on abatement. We will include TMC,the Airport,HoustonFirst and others. Today we did get the State package and it is clear as we suggested this same package will be included in at least 3 other Texas cities.

We will get you a revised package Monday hopefully incorporating comments from you and others received over the weekend

Sent from my iPhone

On Oct 8, 2017, at 7:02 PM, Sylvester Turner - MYR <[Mayor.ST@houstontx.gov](mailto:Mayor.ST@houstontx.gov)> wrote:

Andy, I took a look at the RFP. I believe we will be making a fatal mistake to submit a proposal primarily proposing a potential 15 acre site and the Bell location. I suggest we include the KBR site, the 300 acres owned by UT, I am told the Port owns a lot of acres and Walmart opened a distribution Center close by, and I would not rule out Sharptown and Greenspoint Mall sites. Though the latter 2 are not covered by light rail, we can work to design a transit plan. We must emphasize in the proposal that the City of Houston is a relatively young City that is still evolving and maturing and dynamic. We are a growing City that can grow with the company. With that being said we are in a good position to build and develop to accommodate their needs now and into the future. With regard to the incentives being offered, can you quantify the value of the package. Are there additional things that the airport or Metro or Houston First can offer that go beyond tax incentives that would be unique and special? I want to reach out to others for some additional ideas and would like to include things I believe helpful in the proposal. For example, I am asking Communications to work on a video presentation by me which I would like included. As soon as possible I would like to review the draft proposal of GHP. This cannot be a boilerplate proposal. It has to be innovative, futuristic and aggressive. It must highlight our diversity and our young talent.

Sent from my iPhone

## **Sylvester Turner - MYR**

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**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 09, 2017 4:43 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Ward, Darian - MYR; Makany-Rivera, Tanya - MYR; Murphy, Brenda - MYR  
**Subject:** talking points for mayor for two combined video messages Tuesday morning  
**Attachments:** Amazon Recording.docx

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

O 832-393-0800  
M 832-943-9835

<http://cityofhouston.news/>  
<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>

## Amazon Recording

- My name is Sylvester Turner, mayor of the City of Houston.
- I love Houston because if we can dream it, we can do it. It's a place where, regardless of your background or what side of town you grew up in, there is opportunity for everyone.
- Houstonians build relationships, not walls. We are a welcoming city and the most diverse in the nation.
- Houstonians give back and help one another. During and after the flood we saw Houstonians stepping up to help one another.
- We never hesitate to lend a helping hand.
- As we look to create an innovation district in Houston, density is the number 1 driver of innovation.



- We will create a space where start-ups will be able work together to brainstorm and support one another's ideas.
- Houston is a great place to live. We value our environment and invest in our greenspaces, parks and hike and bike trails.
- Amazon will be able to pursue its sustainability goals in Houston, which is America's greenest city.
- We also have one of the largest museum and theater districts in the country- there is always something to do in Houston. Amazon's employees will thrive in Houston thanks to a high quality of life with a low cost of living in a young, growing city responsive to all generations.
- Amazonians will also enjoy multi-modal transit options in Houston which include light rail, an

expansive bus network, popular ride-sharing and van pool programs, and convenient access to an extensive freeway system.

- Millenials and Gen Y-er's keep choosing Houston because of the many opportunities our city offers.
- 
- Amazon is a company that continuously evolves to meet the needs of its customers and community by solving problems and providing innovative solutions to make our lives easier.
- Houston also continues to evolve. We are known as the energy capital of the world but now we have grown to include other industries and will continue to find ways to keep our economy moving.
- Amazon's corporate culture and philosophy align well with Houston's confident, nimble, get-it-done mentality.

- Amazon's Houston campus will be centrally located at the nexus of activity and will be linked to our innovation corridor, driving convergence and creative collisions across key industries.

HOPE:

What does hope mean to me?

- Hope means never giving up and having faith that things will get better.
- My mother always said that tomorrow will be better than today.

I stand for Hope because life is about never giving up and working towards a better future.

## **Sylvester Turner - MYR**

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 7:57 AM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Amazon

Mayor

Understand you had conversation with bob Harvey yesterday afternoon on Amazon package and possible sites. As a result of that and conversation I had following with him last night we are modifying the package. Changes are being made last night and today. Will get you current version as early today as possible.

Sent from my iPhone

## **Sylvester Turner - MYR**

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**From:** Sylvester Turner - MYR  
**Sent:** Tuesday, October 10, 2017 8:48 AM  
**To:** Icken, Andy - MYR  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Re: Amazon

K

Sent from my iPhone

> On Oct 10, 2017, at 7:57 AM, Icken, Andy - MYR <Andy.Icken@houstontx.gov> wrote:

>

> Mayor

>

> Understand you had conversation with bob Harvey yesterday afternoon on Amazon package and possible sites. As a result of that and conversation I had following with him last night we are modifying the package. Changes are being made last night and today. Will get you current version as early today as possible.

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> Sent from my iPhone

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:34 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Fwd: suggested edits/deletions in red

Mayor

Here is proposed cover letter from you on Amazon proposal. The cover letter does not address specifics on site jr incentives. I'm hoping later tonight to have that revised package- reflecting your comments to bob Harvey yesterday.

I'll also forward a signed copy of judge Emmett 's letter.

Sent from my iPhone

Begin forwarded message:

**From:** "Bernstein, Alan - MYR" <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>  
**Date:** October 10, 2017 at 10:17:19 PM CDT  
**To:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Subject:** suggested edits/deletions in red

Dear Jeff,

On behalf of the City of Houston, the fourth largest and most diverse city in America, I am excited to offer our proposal to become the home of Amazon HQ2. I am certain you will find that like Amazon, Houston is dynamic, energetic, and built on growth and innovation.

We are a city where we believe that if you can dream it, you can do it. It's a place where, regardless of your background or what side of town you grew up in, there is opportunity for everyone. Houston is a wide-open society that welcomes everyone, regardless of origin, breeding or social status.

Many companies have decided to locate their headquarters in Houston because of the access to highly educated and professional talent, as well as to suppliers, customers, and clients. The city's central location, our two international airports and extensive highway and rail network connect Houston to the east coast, west coast and the world.

Houston is also a great place to live. We value our environment and invest in our greenspaces, parks, and hike and bike trails. Our museum and theater districts are among the largest and classiest in the country. Amazon's employees will thrive in Houston thanks to a high quality of life with a low cost of living in a young, growing city responsive to all generations.

Amazonians will also enjoy robust transit options in Houston, including light rail, an expansive bus network, popular ride-sharing and van pool programs, a convenient access to an extensive freeway system and a planned high-speed rail system.

Houston truly is a global knowledge capital. We are known as the Energy Capital of the World. We are known as Space City, which put a man on the moon. We are known as a top manufacturing center and the top exporting metro and port in America.

We are known as the City of Medicine. We are a city where industries converge and disruptive innovations are born, and we invite Amazon to join us in this endeavor. Houston is a city of strength and resilience. A welcoming, diverse and inclusive city. We are a city with a bright future whose best days are yet ahead. With our pro-business environment and can-do attitude, we are confident your people and your business will thrive in Houston.

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:35 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: suggested edits/deletions in red

Should have added that should be obvious but we have asked and gotten nice changes in letter from Alan.

Sent from my iPhone

On Oct 10, 2017, at 10:33 PM, Icken, Andy - MYR <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)> wrote:

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## **Sylvester Turner - MYR**

---

**From:** Icken, Andy - MYR  
**Sent:** Tuesday, October 10, 2017 10:52 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: suggested edits/deletions in red

And after some dialogue this evening we suggest changing 'breeding' to 'heritage'.

Sent from my iPhone

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## **Sylvester Turner - MYR**

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**From:** Ward, Darian - MYR  
**Sent:** Wednesday, October 11, 2017 11:49 AM  
**To:** Sylvester Turner - MYR; Bernstein, Alan - MYR  
**Subject:** FW: Fox 26 news ( Amazon)

Mayor,  
Maybe we can squeeze this in today?

Darian

**From:** KRIV-TV Fox 26 [REDACTED]  
**Sent:** Wednesday, October 11, 2017 11:46 AM  
**To:** Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Subject:** Fox 26 news

Hello Darian,

Would the Mayor be available to give us an interview today regarding Senator Cruz and Cornyn asking Amazon CEO to build their second headquarters here in Texas, Houston being an option? We want to talk about the impact that this would have on the the City of Houston.

Thank you,  
Vanessa Salgado  
(713)479-2801  
[REDACTED]

## **Sylvester Turner - MYR**

---

**From:** Ward, Darian - MYR  
**Sent:** Wednesday, October 11, 2017 11:55 AM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR  
**Cc:** Bernstein, Alan - MYR  
**Subject:** Amazon

**From:** KRIV-TV Fox 26 [mailto:fox26@fox.com]  
**Sent:** Wednesday, October 11, 2017 11:54 AM  
**To:** Ward, Darian - MYR <Darian.Ward@houstontx.gov>  
**Subject:** Fox 26 news

Cruz, Cornyn Urge Amazon to Locate New HQ in Texas

HOUSTON, Texas - U.S. Sens. Ted Cruz (R-Texas) and John Cornyn (R-Texas) sent a letter to Amazon CEO Jeff Bezos today making the case for Texas to be the home for Amazon's newly announced second headquarters. Multiple metropolitan areas in Texas are pursuing the new facility.

"Everything is bigger in Texas, and that includes our economy, our skilled workforce, and our quality of life," they wrote. "Texas boasts the ideal combination of a talented and highly skilled workforce, limited government, low taxes, and world-class educational institutions. As a result, large multinational corporations and even small start-ups are relocating to, or launching their endeavors in Texas.

You can read the letter here, and full text is below.

October 11, 2017  
Jeff Bezos  
Chief Executive Officer  
Amazon  
2121 7th Avenue  
Seattle, WA 98121

Dear Mr. Bezos:

With the recent announcement that you will be expanding operations to establish a second headquarters, please allow us to be among the first to encourage you to select the Lone Star State for Amazon's expanding business interests. Amazon's rapid growth and business success have been a major economic driver both in the United States and around the world.

Everything is bigger in Texas, and that includes our economy, our skilled workforce, and our quality of life. Texas boasts the ideal combination of a talented and highly skilled workforce, limited government, low taxes, and world-class educational institutions. As a result, large multinational corporations and even small start-ups are relocating to, or launching their endeavors in Texas. Amazon is among the many diverse businesses that have recently taken interest in Texas, including automotive and aerospace/defense manufacturers, financial services firms, and technology companies. The Dallas-Fort Worth Metroplex alone is home to more than 10,000 company headquarters-the largest concentration in the United States.

Three of the top-five fastest growing cities in the nation are in Texas: Houston, Austin, and San Antonio, and each are becoming well known as global hubs for technology, data-driven business, and talent. More than 350 people move to Texas each day and Forbes recently named Texas the best state in the country for talent attraction.

If Texas was counted as its own GDP globally, it would boast the 10th-largest economy in the world. We've added more than 2 million private-sector jobs over the past 10 years, and we have led the nation in exports for 14 years. For 12 years in a row, Chief Executive Magazine has ranked Texas as the best state in which to do business.

We are pleased to further discuss the appeal of the Lone Star State at any time. Thank you for your consideration as you select a new headquarters for your expanding corporation



## Sylvester Turner - MYR

---

**From:** Jimmie Solomon <jsolomon@houstonfilmcommission.com>  
**Sent:** Wednesday, October 11, 2017 1:28 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR; Al Kashani; Martye Kendrick  
**Subject:** Fwd: Houston Film Commission - THE GOLD LINE

This is an award winning film short which showcases Houston and its vistas through the vantage point of five skateboarders ( 2 Whites, 1 Black, 1 Latino and 1 Asian). They each start in a separate part of town and traverse their way to downtown Houston. They all meet up at a skatepark near Allen Parkway. The film showcases the city in a hip and upbeat fashion that would be a great visual backdrop to Mayor Turner's video pitch to Amazon and any other corporate entities. It shows exactly "Why Houston!" Houston Strong...

Password: dec2016

Begin forwarded message:

**From:** Martye Kendrick <martye.kendrick@houstonfilmcommission.com>  
**Date:** October 11, 2017 at 12:40:18 PM CDT  
**To:** Jimmie Solomon <jsolomon@houstonfilmcommission.com>  
**Subject:** FW: Houston Film Commission - THE GOLD LINE

Jimmie Lee And Kyla,

Please see the short film I referred to at this morning's meeting. I am interested to see what you think.

Martye

**From:** Alfred Cervantes <alfred.cervantes@houstonfilmcommission.com>  
**Sent:** Wednesday, October 11, 2017 12:15 PM  
**To:** Martye Kendrick <martye.kendrick@houstonfilmcommission.com>  
**Cc:** Rick Ferguson <rick.ferguson@houstonfilmcommission.com>  
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Lance Childers  
Houston, TX  
713-906-4275 mobile  
<https://vimeo.com/213156620>  
Password: dec2016

Please let me know what else I can do...

Thank You,

Alfred

--

Alfred Cervantes  
Deputy Director Film



Houston Film Commission

Partnership Tower  
701 Avenida de las Americas, Suite 200  
Houston, Texas 77010

Office: 713-853-8957

Cell: 713-301-1848

[www.houstonfilmcommission.com](http://www.houstonfilmcommission.com)

**Alfred Cervantes**

*Deputy Director Film*

Office: 713-853-8957

Cell: 713-301-1848

## Sylvester Turner - MYR

---

**From:** Jimmie Solomon [REDACTED]  
**Sent:** Wednesday, October 11, 2017 1:30 PM  
**To:** Sylvester Turner - MYR; Sylvester Turner  
**Cc:** Hunter, Marvalette - MYR; Al Kashani; Martye Kendrick  
**Subject:** Fwd: Houston Film Commission - THE GOLD LINE

This is an award winning film short which showcases Houston and its vistas through the vantage point of five skateboarders ( 2 Whites, 1 Black, 1 Latino and 1 Asian). They each start in a separate part of town and traverse their way to downtown Houston. They all meet up at a skatepark near Allen Parkway. The film showcases the city in a hip and upbeat fashion that would be a great visual backdrop to Mayor Turner's video pitch to Amazon and any other corporate entities. It shows exactly "Why Houston!" Houston Strong...

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Houston, TX  
713-906-4275 mobile

<https://vimeo.com/213156620>

Password: dec2016

Please let me know what else I can do...

Thank You,

Alfred

--

Alfred Cervantes  
Deputy Director Film



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Alfred Cervantes  
Deputy Director Film  
Office: 713-853-8957  
Cell: 713-301-1848

## Sylvester Turner - MYR

---

**From:** Sylvester Turner - MYR  
**Sent:** Wednesday, October 11, 2017 4:06 PM  
**To:** Ward, Darian - MYR  
**Cc:** Bernstein, Alan - MYR  
**Subject:** Re: Fox 26 news ( Amazon)

What about tomorrow?

Sent from my iPhone

On Oct 11, 2017, at 11:48 AM, Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)> wrote:

Mayor,  
Maybe we can squeeze this in today?

Darian

**From:** KRIV-TV Fox 26 [REDACTED]  
**Sent:** Wednesday, October 11, 2017 11:46 AM  
**To:** Ward, Darian - MYR <[Darian.Ward@houstontx.gov](mailto:Darian.Ward@houstontx.gov)>  
**Subject:** Fox 26 news

Hello Darian,

Would the Mayor be available to give us an interview today regarding Senator Cruz and Cornyn asking Amazon CEO to build their second headquarters here in Texas, Houston being an option? We want to talk about the impact that this would have on the the City of Houston.

Thank you,  
Vanessa Salgado  
(713)479-2801  
[REDACTED]

## Sylvester Turner - MYR

---

**From:** Ward, Darian - MYR  
**Sent:** Wednesday, October 11, 2017 4:08 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Bernstein, Alan - MYR  
**Subject:** Re: Fox 26 news ( Amazon)

Ok, we'll make it work.  
Darian Ward

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

**From:** Sylvester Turner - MYR <Mayor.ST@houstontx.gov>  
**Date:** 10/11/17 4:05 PM (GMT-06:00)  
**To:** "Ward, Darian - MYR" <Darian.Ward@houstontx.gov>  
**Cc:** "Bernstein, Alan - MYR" <Alan.Bernstein@houstontx.gov>  
**Subject:** Re: Fox 26 news ( Amazon)

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Sent from my iPhone

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Thank you,  
Vanessa Salgado  
(713)479-2801  
[REDACTED]

## **Sylvester Turner - MYR**

---

**From:** Sylvester Turner - MYR  
**Sent:** Wednesday, October 11, 2017 5:08 PM  
**To:** Jimmie Solomon  
**Cc:** Sylvester Turner; Hunter, Marvalette - MYR; Al Kashani; Martye Kendrick  
**Subject:** Re: Houston Film Commission - THE GOLD LINE

Marvelette please forward to Andy. I think the short film should be included in the proposal. We may need to get permission to use it.

Sent from my iPhone

On Oct 11, 2017, at 1:29 PM, Jimmie Solomon <[REDACTED]> wrote:

This is an award winning film short which showcases Houston and its vistas through the vantage point of five skateboarders ( 2 Whites, 1 Black, 1 Latino and 1 Asian). They each start in a separate part of town and traverse their way to downtown Houston. They all meet up at a skatepark near Allen Parkway. The film showcases the city in a hip and upbeat fashion that would be a great visual backdrop to Mayor Turner's video pitch to Amazon and any other corporate entities. It shows exactly "Why Houston!" Houston Strong...

Password: dec2016

Begin forwarded message:

**From:** Martye Kendrick <[REDACTED]>  
**Date:** October 11, 2017 at 12:40:18 PM CDT  
**To:** Jimmie Solomon <[REDACTED]>  
**Subject:** FW: Houston Film Commission - THE GOLD LINE

Jimmie Lee And Kyla,

Please see the short film I referred to at this morning's meeting. I am interested to see what you think.

Martye

**From:** Alfred Cervantes <[REDACTED]>  
**Sent:** Wednesday, October 11, 2017 12:15 PM  
**To:** Martye Kendrick <[REDACTED]>  
**Cc:** Rick Ferguson <[REDACTED]>  
**Subject:** Houston Film Commission - THE GOLD LINE

Hi Martye,

Thank you for reaching out about Lance Childers' THE GOLD LINE (12:15min.) short film. Below is the screener link and his contact information to inquire about

use:

Lance Childers  
Houston, TX  
713-906-4275 mobile  
[REDACTED]

<https://vimeo.com/213156620>  
[REDACTED]

Please let me know what else I can do...

Thank You,

Alfred

--

Alfred Cervantes  
Deputy Director Film



Houston Film Commission  
Partnership Tower  
701 Avenida de las Americas, Suite 200  
Houston, Texas 77010

Office: 713-853-8957  
Cell: 713-301-1848  
[REDACTED]

[www.houstonfilmcommission.com](http://www.houstonfilmcommission.com)

**Alfred Cervantes**  
*Deputy Director Film*  
Office: 713-853-8957  
Cell: 713-301-1848  
[REDACTED]



## **Sylvester Turner - MYR**

---

**From:** Hunter, Marvalette - MYR  
**Sent:** Wednesday, October 11, 2017 5:39 PM  
**To:** Sylvester Turner - MYR; Jimmie Solomon  
**Cc:** Sylvester Turner; Al Kashani; Martye Kendrick  
**Subject:** RE: Houston Film Commission - THE GOLD LINE

Will do.

**From:** Sylvester Turner - MYR  
**Sent:** Wednesday, October 11, 2017 5:08 PM  
**To:** Jimmie Solomon <[REDACTED]>  
**Cc:** Sylvester Turner <[REDACTED]> Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov>; Al Kashani <[REDACTED]> Martye Kendrick <[REDACTED]>  
**Subject:** Re: Houston Film Commission - THE GOLD LINE

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Password: dec2016

Begin forwarded message:

**From:** Martye Kendrick <[REDACTED]>  
**Date:** October 11, 2017 at 12:40:18 PM CDT  
**To:** Jimmie Solomon <[REDACTED]> [REDACTED]  
**Subject:** FW: Houston Film Commission - THE GOLD LINE

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**Sent:** Wednesday, October 11, 2017 12:15 PM  
**To:** Martye Kendrick <[REDACTED]>  
**Cc:** Rick Ferguson <[REDACTED]>  
**Subject:** Houston Film Commission - THE GOLD LINE

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Lance Childers  
Houston, TX  
713-906-4275 mobile  
[REDACTED]  
<https://vimeo.com/213156620>  
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Please let me know what else I can do...

Thank You,

Alfred

--

Alfred Cervantes  
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Office: 713-853-8957



[www.houstonfilmcommission.com](http://www.houstonfilmcommission.com)

**Alfred Cervantes**  
*Deputy Director Film*  
Office: 713-853-8957



## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Wednesday, October 11, 2017 10:33 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR  
**Subject:** Fwd: S.A./Bexar County Bow Out of Amazon HQ2 Bid

I anticipate there will be other cities( perhaps not many) who will also say things like this.

Sent from my iPad

Begin forwarded message:

**From:** Bob Harvey <[REDACTED]>  
**Date:** October 11, 2017 at 6:32:56 PM CDT  
**To:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Subject:** FW: S.A./Bexar County Bow Out of Amazon HQ2 Bid

Must have been an interesting discussion in San Antonio...

Bob

**From:** Regina Recinos  
**Sent:** Wednesday, October 11, 2017 6:21 PM  
**To:** Bob Harvey <[REDACTED]>; Bob Pertierra <[REDACTED]>; Jason Ford <[REDACTED]>; Clint Pasche <[REDACTED]>; Lilyanne McClean <[REDACTED]>; Jesse Ayala <[REDACTED]>  
**Cc:** Sandra Pham <[spham@bexar.net](mailto:spham@bexar.net)>  
**Subject:** S.A./Bexar County Bow Out of Amazon HQ2 Bid

**Bloomberg** GOVERNMENT

## San Antonio, Bexar County Bow Out of Bid for Amazon's Second Headquarters

San Antonio Express News | October 11, 2017 | 06:29PM ET

San Antonio and Bexar County officials are bowing out of the competition for Amazon's proposed \$5 billion second headquarters, reversing course from their initial plans to put together a competitive bid, officials said.

"Blindly giving away the farm isn't our style," Bexar County Judge Nelson Wolff and San Antonio Mayor Ron Nirenberg wrote in a joint letter sent Wednesday to Amazon CEO Jeff Bezos.

The Seattle e-commerce giant invited cities last month to bid on the location of its second headquarters, HQ2, promising 50,000 new jobs that pay an average of more than \$100,000 a year. The deadline is Oct. 19.

"We've long been impressed by Amazon and its bold view of the future," Nirenberg and Wolff said in the letter. "Given this, it's hard to imagine that a forward-thinking company like Amazon hasn't already selected its preferred location. And if that's the case, then this public process is, intentionally or not, creating a bidding war amongst states and cities."

The decision not to bid changes course from last month when a team consisting of the city, the county and the San Antonio Economic Development Foundation said it was "engaged and ready to pursue this opportunity," according to a statement released at the time by Erica Hurtak, spokeswoman for the foundation.

Hurtak said Wednesday that the city reviewed the bidding criteria and decided that it didn't have a chance at winning the bid.

"As aspirational as we are about our community's potential, we simply wouldn't be highly competitive from a real estate and incentives perspective," she said in a statement.

The news came one day after Nirenberg said the city needs a major international airport with nonstop flights to make the city "a competitive, long-term air option."

But, the airport's lack of direct flights wouldn't have been as big a factor in Amazon's decision as city's workforce, said Bexar County Commissioner Tommy Calvert.

"The big one I think we need to overcome more than the airport is the pipeline of labor," Bexar County Commissioner Tommy Calvert said in an interview Wednesday. "Our labor force is really our Achilles' heel."

Still, Calvert called the city and county decision not to pursue the Amazon campus "a big mistake." He learned of the news from a reporter.

"It's almost like we're trying to be second-tier," Calvert said. "We're not even the little engine that could. We couldn't even be the Jamaican bobsled team. To be honest, we're fourth-tier."

Earlier Wednesday, U.S. Sens. John Cornyn and Ted Cruz asked Amazon CEO Jeff Bezos to consider Texas for the second headquarters, saying San Antonio and other Texas cities are fast becoming "global hubs for technology, data-driven business, and talent."

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Thursday, October 12, 2017 6:12 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Fwd: Amazon Letter  
**Attachments:** image001.jpg; ATT00001.htm; 20171012175212524.pdf; ATT00002.htm

Thank you. Changes acknowledged and much appreciated.

Sent from my iPhone

Begin forwarded message:

**From:** "Washington, Amanda - MYR" <[Amanda.Washington@houstontx.gov](mailto:Amanda.Washington@houstontx.gov)>

**Date:** October 12, 2017 at 6:03:11 PM CDT

**To:** "Bob Harvey ( [REDACTED] )"

**Cc:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>

**Subject:** Amazon Letter

Please see attached Amazon Letter.



## CITY OF HOUSTON

Office of the Mayor

Sylvester Turner

Mayor

P.O. Box 1562  
Houston, Texas 77251-1562

Telephone – Dial 311  
[www.houstontx.gov](http://www.houstontx.gov)

October 12, 2017

Jeffrey P. Bezos  
President, CEO and Chairman of the Board  
Amazon  
410 Terry Ave. North  
Seattle, WA 98109-5210

Dear Jeff,

On behalf of the City of Houston, I am pleased to invite you back home to the fourth largest and most diverse city in America. Houston is where it all began for you and is where opportunities still abound for 2.3 million hard working Houstonians. As Mayor, I am excited about our proposal to become the home of Amazon and not merely its headquarters. I am certain you will find that like Amazon, Houston is young, dynamic, energetic, and built on growth and innovation.

We are a city where we believe that if you can dream it, you can do it. It's a place where, regardless of your background or what side of town you grew up on, there is opportunity for everyone. Houston is an inclusive city that welcomes everyone, regardless of origin, heritage or social status. As Amazon seeks to diversify and expand its rank at the executive, managerial and professional levels, there is no better place to locate than Houston.

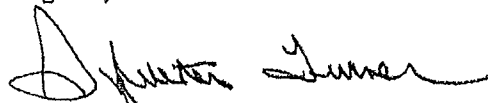
Many companies have decided to locate their headquarters in Houston because of the access to highly educated and professional talent, as well as to suppliers, customers, and clients. The city's central location, our two international airports and extensive highway and rail network connect Houston to the east coast, west coast and the world. We also enjoy robust transit options, including light rail, an expansive bus network, popular ride-sharing and van pool programs, convenient access to an extensive freeway system and a planned high-speed rail system.

Houston is the energy capital of the world, home to the largest medical center in the world, has the largest port as it relates to foreign tonnage, and is home to the Johnson Space Center. We are also one of the best places in the world to live. Houston is recognized as one of America's friendliest and greenest cities. We value our environment and invest in our greenspaces, parks, hike and bike trails. Our museum and theater districts are among the largest and most celebrated in the country. Amazon's employees will thrive in Houston thanks to a high quality of life, low cost of living, and a young city responsive to all generations. Amazon and Houston can grow together and we will look to Amazon to help steer that growth.

After the devastating impact of Hurricane Harvey, the world had the chance to witness what we already know, Houston is a city of strength and resilience. We are a city with a bright future whose best days are yet ahead. With our pro-business environment and can-do attitude, we are confident that your people and your business will thrive in Houston.

As we look to the future, there is no other city more uniquely positioned to be Amazon's new home than Houston. As the Mayor of the City of Houston, I want your business. I want Houston to be your home and I am asking you to come.

Regards,

A handwritten signature in black ink, appearing to read 'Sylvester Turner', written in a cursive style.

Sylvester Turner  
Mayor

## **Sylvester Turner - MYR**

---

**From:** Kent, Lisa - IT  
**Sent:** Friday, October 13, 2017 4:20 PM  
**To:** Icken, Andy - MYR  
**Cc:** Sylvester Turner - MYR; Hunter, Marvalette - MYR  
**Subject:** AWS paragraph  
**Attachments:** AWS paragraph.docx

Andy, per our conversation attached is what I was thinking you might want to include. I am sure elsewhere in the document you are presenting Houston stats, so some of this may be redundant.



### **The City of Houston will commit to AWS GovCloud**

As the 4<sup>th</sup> largest city in the nation, the City of Houston utilizes two local data centers and several city facilities to host technology systems supporting public safety, utilities, transportation, community services and financial operations. This historical “on-premise” focus has constrained the city’s ability to maintain operations, to respond and recover from incidents, and to deliver innovative citizen solutions in a timely manner.

The City of Houston is beginning the transition to a cloud-first strategy to strengthen operational responsiveness and build the foundation for explosive growth in IoT, data, AI and smart city initiatives. We are seeking to enhance the lives of Houstonians -- and the 6.5 million who reside in our metro region -- with technology and data that informs citizens, anticipates their needs, and attracts further innovation to our region.

With an Amazon partnership, the City of Houston is prepared to move up to 70% of our technology footprint into the AWS GovCloud. This constitutes a massive migration of municipal technology to Amazon, including the nation’s 5<sup>th</sup> largest police and fire departments, one of the nation’s largest public works departments, and world-class airports serving 55 million passengers per year. We are committed to run the nation’s 4<sup>th</sup> largest city on the AWS GovCloud.

## **Sylvester Turner - MYR**

---

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 16, 2017 1:43 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Icken, Andy - MYR; Ward, Darian - MYR  
**Subject:** Chronicle says a Moody's study rates Houston very low on Amazon list

<http://www.houstonchronicle.com/business/article/Houston-ranks-No-52-12281540.php&cmpid=twitter-premium>

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835



## **Sylvester Turner - MYR**

---

**From:** Hunter, Marvalette - MYR  
**Sent:** Friday, October 20, 2017 12:30 PM  
**To:** Rushing, Glenn  
**Cc:** Sylvester Turner - MYR  
**Subject:** RE: Congresswoman Sheila Jackson Lee - Houston HQ2 Amazon RFP Letter of Support

Thanks Glenn. Please let the Congresswoman know we appreciate the support.

Thank you,

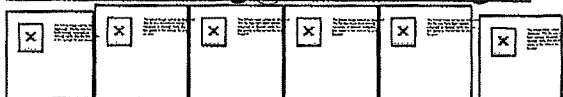


Marvalette Hunter  
Mayor's Chief of Staff  
(832) 393-1050 Office  
[REDACTED]

**From:** Rushing, Glenn [mailto:Glenn.Rushing@mail.house.gov]  
**Sent:** Friday, October 20, 2017 12:27 PM  
**To:** Hunter, Marvalette - MYR <Marvalette.Hunter@houston.tx.gov>  
**Subject:** Congresswoman Sheila Jackson Lee - Houston HQ2 Amazon RFP Letter of Support  
**Importance:** High

Marvalette, attached are two letters sent to Amazon in support of the City of Houston's submission. We realize the package was submitted on yesterday, so we sent these letters independently.

Glenn Rushing  
Chief of Staff  
Congresswoman Sheila Jackson Lee (TX-18)  
2187 Rayburn House Office Building  
O (202) 225-3816  
F (202) 225-3317  
[Glenn.Rushing@mail.house.gov](mailto:Glenn.Rushing@mail.house.gov)



## Sylvester Turner - MYR

---

**From:** Hunter, Marvalette - MYR  
**Sent:** Friday, October 20, 2017 5:08 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Fwd: FOR REVIEW: Mayor's Video for Amazon

Marvalette Hunter  
Mayor's Chief of Staff  
City Hall  
901 Bagby, 3rd Floor  
Houston, Texas 77002  
832-393-1050 office  
[REDACTED]

Begin forwarded message:

**From:** "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Date:** October 17, 2017 at 9:54:28 PM CDT  
**To:** "Hunter, Marvalette - MYR" <[Marvalette.Hunter@houstontx.gov](mailto:Marvalette.Hunter@houstontx.gov)>  
**Cc:** COH - Mayor <[mayor@houstontx.gov](mailto:mayor@houstontx.gov)>, "Bernstein, Alan - MYR" <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)>  
**Subject:** Re: FOR REVIEW: Mayor's Video for Amazon

Wow/

Sent from my iPad

On Oct 17, 2017, at 8:53 AM, Hunter, Marvalette - MYR <[Marvalette.Hunter@houstontx.gov](mailto:Marvalette.Hunter@houstontx.gov)> wrote:

Awesome job from Houston's CEO! Congratulations Mayor, you hit a homerun!

**From:** COH - Mayor  
**Sent:** Tuesday, October 17, 2017 8:49 AM  
**To:** Hunter, Marvalette - MYR <[Marvalette.Hunter@houstontx.gov](mailto:Marvalette.Hunter@houstontx.gov)>  
**Subject:** FW: FOR REVIEW: Mayor's Video for Amazon

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, October 16, 2017 10:27 PM  
**To:** COH - Mayor <[mayor@houstontx.gov](mailto:mayor@houstontx.gov)>  
**Cc:** Hunter, Marvalette - MYR <[Marvalette.Hunter@houstontx.gov](mailto:Marvalette.Hunter@houstontx.gov)>; Icken, Andy - MYR <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>  
**Subject:** Fwd: FOR REVIEW: Mayor's Video for Amazon

Mayor,

For your review.

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

Begin forwarded message:

**From:** Clint Pasche <[REDACTED]>  
**Date:** October 16, 2017 at 9:26:26 PM CDT  
**To:** "Icken, Andy - MYR" <Andy.Icken@houstontx.gov>, "Bernstein, Alan - MYR" <Alan.Bernstein@houstontx.gov>  
**Cc:** Bob Harvey <[REDACTED]>  
**Subject:** FOR REVIEW: Mayor's Video for Amazon

Andy and Alan,  
Please find a cut of the Mayor's video to go on the password-protected Amazon project website here:  
<https://www.dropbox.com/s/w36g6l2guz3p6nn/mayor%20turner%20edit.mp4?dl=0>

He did a nice job with this and comes across as incredibly sincere, thoughtful and optimistic. Seems like a winner to me. Please let me know if you concur and approve. Ideally, you can review at some point tomorrow so we can finalize and post on the site on Wednesday.  
Thanks!  
Clint

NOTE: This includes an "audio watermark" on the music that will be removed in the final audio mix.



**Clint Pasche**  
Senior Vice President, Marketing and Communications  
Partnership Tower  
701 Avenida de las Americas, Suite 900 | Houston, TX 77010  
713-844-3645 | [REDACTED]

## Sylvester Turner - MYR

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**From:** Williams, Stephen - HH  
**Sent:** Thursday, September 07, 2017 8:19 AM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Icken, Andy - MYR  
**Cc:** Hayes, Harry - MYR; Koski, James - MYR  
**Subject:** Fwd: NYTimes: Amazon Announces Plans for Huge New North America Offices

Sent from my iPhone

Begin forwarded message:

**From:** "Gibbs, Linda" <[REDACTED]>  
**Date:** September 7, 2017 at 8:11:10 AM CDT  
**To:** "Stephen L. Williams" <[Stephen.Williams@houstontx.gov](mailto:Stephen.Williams@houstontx.gov)>  
**Subject:** NYTimes: Amazon Announces Plans for Huge New North America Offices

You guys should go for this with a big push on equity and sustainability as development components.

<https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nytimes.com%2F2017%2F09%2F07%2Ftechnology%2Famazon-headquarters-north-america.html%3Fsmprod%3Dnytcare-ipad%26smid%3Dnytcare-ipad-share&data=02%7C01%7CStephen.Williams%40houstontx.gov%7C8fd5710bb5294bacca5608d4f5f1e9b4%7C57a85a10258b45b4a519c96c7721094c%7C0%7C0%7C636403866745065582&data=mvPjQlrRyE%2BHIJnk4XUvFvVs2w7FHyBar2u8BHEU7cyU%3D&reserved=0>

The online retail giant said it expected the site would cost as much as \$5 billion to build and operate, and would be used by as many as 50,000 employees.

Linda Gibbs  
Principal  
Bloomberg Associates  
25 East 78th Street  
New York, NY 10075  
o: +1 212.205.0305  
e: [REDACTED]

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This e-mail message is intended only for the named recipient(s) above. It may contain confidential information. If you are not the intended recipient you are hereby notified that any dissemination, distribution or copying of this e-mail and any attachment(s) is strictly prohibited. If you have received this e-mail in error, please immediately notify the sender by

replying to this e-mail and delete the message and any attachment(s) from your system. Thank you.



## Sylvester Turner - MYR

---

**From:** Syptak, Jeff - MYR  
**Sent:** Thursday, September 07, 2017 12:28 PM  
**To:** jeff [REDACTED]  
**Cc:** Sylvester Turner - MYR  
**Subject:** Mayor Sylvester Turner of Houston Texas would like to connect with Jeff Bezos

Good afternoon,

My name is Jeff Syptak and I am the Administrative Specialist for City of Houston, Texas Mayor Sylvester Turner.

Mayor Turner would like to connect with Mr. Bezos as soon as possible and we are looking for the best contact number to reach the office.

If that number can be sent to us, we would greatly appreciate it.

Thanks,

Jeff Syptak  
Administrative Specialist for Mayor Sylvester Turner  
Email: [Jeff.Syptak@houstontx.gov](mailto:Jeff.Syptak@houstontx.gov)  
Work: [832-393-1083](tel:832-393-1083)  
Cell: [281-455-5604](tel:281-455-5604)

## Sylvester Turner - MYR

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**From:** John Reale <[REDACTED]>  
**Sent:** Thursday, September 07, 2017 7:28 PM  
**To:** Sylvester Turner - MYR; Icken, Andy - MYR  
**Subject:** Fwd: Amazon looking for 2nd HQ in NA

See below note from Blair Garrou this morning re: Amazon launching a 2nd HQ. I believe that through our innovation initiative, we can demonstrate that we can compete and that we can win.

I have been working with an Amazon executive to help them grow their AWS office, but this is a different scale. What can we do to help?

JR

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining [Entrepreneurs for Houston](#) to donate to the Hurricane Harvey Relief Fund established by Mayor Turner*

----- Forwarded message -----

**From:** Blair Garrou <[REDACTED]>  
**Date:** Thu, Sep 7, 2017 at 9:17 AM  
**Subject:** Re: Amazon looking for 2nd HQ in NA  
**To:** Bob Harvey <[REDACTED]>, Gina Luna <[REDACTED]>, Jon Nordby <[REDACTED]>, Barbara Burger <[REDACTED]>  
**Cc:** John Reale <[REDACTED]>

Amazon cheat sheet!

- Industrial growth for AWS (which they are salivating for)
- Big push into OpenGov initiatives (this is important to Amazon)
- Near Whole Foods HQ (Austin)
- Perfect locale for Blue Origin HQ (that isn't already a locale for SpaceX)
- Diverse, cheap workforce
- Bezos' home town

JR and my good friend George Levan just reached out and said this has the potential to be more impactful than the Super Bowl for Houston.

He's missing the bigger picture, though. By a handful of zeros.

This has the ability to be more impactful than fracking to Houston's economy.

It took 25 years for fracking to mature, then 6 months for commodity prices to nosedive. AMZN, and other tech companies that follow their lead, would be sustainable for the long-term. Cloud software, online ecommerce/retail/grocery, autonomous vehicles/drones for transportation and delivery, ubiquitous AI for the consumer, private space exploration. Every major growth driver of our high-tech economy (outside of healthcare).

They'll be looking for an established or up-and-coming innovation ecosystem to grow with. Cheaper labor that way, but they'll want to know the City/Corps are interested. Good think we have our act together now!

Sorry, I'll stop drinking coffee now... Let us know how we can help.

Blair

---

**From:** Blair Garrou <[REDACTED]>  
**Date:** Thursday, September 7, 2017 at 7:59 AM  
**To:** Bob Harvey <[REDACTED]>, Gina Luna <[REDACTED]>, Jon Nordby  
<[REDACTED]>, Barbara Burger <[REDACTED]>  
**Cc:** John Reale <[REDACTED]>  
**Subject:** Amazon looking for 2nd HQ in NA

<https://www.cnbc.com/2017/09/07/amazon-launches-search-for-a-second-headquarters-in-north-america.html>

We (Houston) need to be all over this. LMK how JR and I can help/plan/pitch. This would be a massive win and propel the city in a great new direction.

Amazon's AWS unit has been a key contributor to the relief effort via E4H.

Blair

Blair Garrou

Mercury Fund | startup venture capital

One Greenway Plaza, Suite 930

Houston, TX 77046

713.715.6820 office



@bgarrou

## Sylvester Turner - MYR

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**From:** John Reale <[REDACTED]>  
**Sent:** Thursday, September 07, 2017 8:13 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR; Koski, James - MYR; Icken, Andy - MYR; Bernstein, Alan - MYR  
**Subject:** Re: Entrepreneurs for Houston  
**Attachments:** E4H Press Release\_FINAL 9.7.17.docx

Good evening.

Please see attached press release scheduled for release on Monday. I am seeking your approval as we plan to release. Grateful if you can approve tomorrow so we can coordinate planned launch activities through the weekend. Proposed quote from the Mayor below. Please add / edit as appropriate.

All other stakeholders have approved, including: TMC, GHP, Mercury Fund, Sketch City, Circular Board and Station Houston.

We are going to keep our entrepreneurs and techies to support civic-tech projects. We are going to attract great talent and investment as we build this innovation economy.

Thank you,

JR

*"Houston has a rich history of collaborating with people from different backgrounds and cultures to solve the world's most complex problems," said Mayor Sylvester Turner. "We've seen this across our community through these difficult times. E4H will provide the funding to support our entrepreneurial and civic efforts that will rebuild and sustain Houston's economy."*

---  
John S. Reale, Jr.  
Co-Founder, CEO  
[713.825.2768](tel:713.825.2768)

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established by Mayor Turner*

On Wed, Sep 6, 2017 at 9:37 AM, John Reale <[REDACTED]> wrote:

Good morning.

Sorry for the long note, but figured this is easier to provide context. Happy to jump on a call too, if helpful. I like to be thorough...

Key points below as I am seeking your approval and support of the ongoing relief and recovery efforts initiated by the Houston startup community. This initiative is called Entrepreneurs for Houston (E4H). I would also like your approval for a quote in a press release that will announce a tech-focused relief fund launched by Entrepreneurs for Houston that will support the OpenGov and Civic initiatives being launched through the E4H effort (please edit as you see fit).

I believe E4H, and its related Relief Fund, unifies our goals of (i) supporting the relief effort, (ii) ensuring we keep our best and brightest tech talent, and (iii) continuing to build and drive our innovation economy.

As we are moving as quickly as possible, we hope to get your approval today.

Thank you,

JR

1. Station, the Texas Medical Center Innovation Institute, Mercury Fund, Sketch City and the Circular Board launched Entrepreneurs for Houston to support relief and recovery efforts by directing the venture capital and entrepreneur community, outside of Houston, to donate to the GHCF Mayor's Relief Fund. Based upon emails received by Blair Garrou of Mercury Fund, we believe there were significant donations to your Relief Fund from individuals, venture funds and corporations.
2. We also received an outpouring of support and interest from groups ranging from the Kauffman Foundation for Entrepreneurship, the National Venture Capital Association (NVCA), and tech companies across the US. All of these organizations asked how they provide direct support to either entrepreneur-specific initiatives or provide free /

discounted access to their technology. Google, Amazon, ZenDesk and Twilio have all given free access to software for our OpenGov and Civic Initiatives.

3. We are aiming to launch the Entrepreneurs for Houston Fund to allow individuals, foundations and corporations to provide direct financial support to these Civic and entrepreneur relief causes (specifically through Station Houston and Sketch City). Thousands of entrepreneurs, marketers and Civic hackers have been working around the clock over the past seven days. These individuals will need to go back to their day jobs or potentially leave the city. I believe this can impact these projects which are important to the relief as well as forging stronger ties that will support us through the rebuild process.

4. We are proposing that Entrepreneurs for Houston partner with the Task Force and the GHP Innovation Office so we may continue to accomplish our near-term goal of bringing all our civic organizations together to support the relief effort, while this collaboration serves as a stronger foundation to drive our recovery efforts.

5. We have established a fund advisory committee to provide guidance and ensure E4H Funds are handled responsibly. Blair Garrou (Managing Director of Mercury Fund), Barbara Burger (President of Chevron Technology Ventures), Kenneth Guidry (President of PKF Texas), and Brian Fenske (Partner at Norton Rose Fulbright) have agreed to sit on the advisory group at this time. We will expand or modify the advisory group as necessary going forward should you have any recommendations.

---  
John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768



## Entrepreneurs For Houston Fund Launches with Goal of Raising \$10 Million

*Fund's first focus is to enhance grassroots efforts for civic relief mobilized in response to Hurricane Harvey*

HOUSTON (Sept. 11, 2017) – In collaboration with the City of Houston and the Greater Houston Partnership's Innovation Strategy Office, Entrepreneurs for Houston (E4H) today launched the Entrepreneurs for Houston Fund with an initial goal of raising \$10 million. The first focus of the E4H Fund is to provide financial support to the ongoing Hurricane Harvey relief and recovery efforts led by Sketch City and Station Houston. During Harvey, Sketch City and Station Houston joined forces to assist the civic-tech and volunteer communities in creating open-source disaster response infrastructure. The E4H Fund provides the opportunity for individuals, corporations, and foundations to support these civic relief efforts aiding in rescue, relief, recovery, and rebuild projects in Houston. The long-term goal of the E4H Fund is to provide financial support for Houston's entrepreneurial and civic efforts that will restore and sustain the city's economy.

In the wake of Hurricane Harvey's impact, hundreds of volunteer designers, developers, marketers and civic hackers from Sketch City's community joined forces to build and launch dozens of emergency crisis tools. Some of Sketch City's initial projects already underway include:

- Shelter Bot, allowing people in need to text their zip code to 346-214-0739 to find their nearest shelter;
- HelpOutHouston.com, a continuously updated map of shelters and their needs; and
- TexasRescueMap.com/MuckMap, connecting homeowners who need help clearing out materials from their flooded homes with volunteers to help with that work.

E4H has partnered with Mayor Sylvester Turner's Technology & Innovation Task Force to support the grassroots tech and innovation ecosystem throughout Houston. This partnership stems from Mayor Turner's continued mission to ignite Houston's innovation economy. E4H's near-term goal is funding the collaboration of Station and Sketch City to develop a "Disaster Relief Toolkit" to directly assist Harvey relief and recovery. Sketch City has already shared pieces of the Toolkit with developers and emergency response personnel preparing for Hurricane Irma and will continue to share the Toolkit with other cities and communities in their greatest time of need.

"Houston has a rich history of collaborating with people from different backgrounds and cultures to solve the world's most complex problems," said Mayor Sylvester Turner. "We've seen this across our community through these difficult times. E4H will provide the funding to support our entrepreneurial and civic efforts that will rebuild and sustain Houston's economy."

"Since Harvey first made landfall, Houston's tech and entrepreneurship community has made real impacts through disaster relief," said Blair Garrou, E4H cofounder, Mercury Fund managing director, Station cofounder, and the Greater Houston Partnership's Innovation Strategy Office advisory board chair. "As Houston is now in the final stages of the rescue and relief efforts, we will shortly move into recovery and rebuild. We must support Houston's entrepreneurial community to allow them to continue this effort while building tools and practices to support other communities in their time of need."

To contribute to the Entrepreneurs for Houston Relief Fund or to get involved, visit [www.EntrepreneursForHouston.org](http://www.EntrepreneursForHouston.org). Media interested in obtaining an interview with members of E4H should contact Ahna Gavrelos at [ahna@integrateagency.com](mailto:ahna@integrateagency.com) or 713.225.0880.



### **About Entrepreneurs for Houston:**

Entrepreneurs for Houston (E4H) is a dedicated effort to drive growth and opportunity in Houston's entrepreneurship, technology and innovation community. Based in Houston, Texas, E4H was formed during Hurricane Harvey in August 2017 by Houston tech community organizations, including Mercury Fund, Station Houston, Sketch City, TMCx and the Circular Board. E4H's first mission is to provide funding for Station and Sketch City to support our city's entrepreneurial and civic efforts that will rebuild and sustain Houston's economy.

### **About Mayor Turner's Technology & Innovation Task Force:**

Mayor Sylvester Turner and Council Member Amanda Edwards assembled the Mayor's Technology & Innovation Task Force to undertake the important task of further cultivating an ecosystem of technology and innovation in Houston. Specifically, the principal charge to the Task Force was to make recommendations to the Mayor and City Council regarding what must be done to attract and retain technology and innovation startups and related businesses to Houston, to help spark long-term growth of Houston's innovation economy. The Task Force is representative of a cross-section of Houstonians from different industries, backgrounds and points-of-view - encouraging the creation of a diverse set of strategic recommendations for the development of the necessary infrastructure to attract and retain the innovators of tomorrow to Houston.

### **About Greater Houston Partnership's Innovation Strategy Office:**

Greater Houston Partnership's Innovation Strategy Office is dedicated to supporting Houston's innovation economy and boosting local startup activity. The primary objective is to catalyze the formation of highly-innovative startups driven by new technologies and business models that will grow Houston's innovation economy. The strategic plan aims for Houston to be – and to be seen as – an innovation city at a world-class level.

### **About Station Houston:**

Station Houston is the hub for Houston's tech innovation and entrepreneurship community. Station connects tech entrepreneurs with experienced mentors, investors, customers, education and talent – the essential tools to success for a startup. Station Houston is currently home to over 250-member companies and a network of over 150 mentors. Post Harvey, Station has opened its doors and resources to serve the broader tech, marketing and civic hacker community who are developing solutions to support Houston's relief, recovery and rebuilding efforts.

### **About Sketch City:**

Sketch City is a Houston-based open, non-profit community of technology advocates and civic hackers. Through hackathons and meetups, the Sketch City community is on the frontlines of creating solutions to Houston's most pressing civic challenges, including enabling communication for Hurricane Harvey rescue and relief efforts during the earliest onset of the storm and the development of apps to assist the City in all phases of its rescue, relief, recovery and rebuilding efforts.

###

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Thursday, September 07, 2017 11:55 PM  
**To:** Brad Freels  
**Cc:** Sylvester Turner - MYR  
**Subject:** Re:

Mayor was on this at 9am this morning. And so are we.

Sent from my iPad

On Sep 7, 2017, at 5:21 PM, Brad Freels <[REDACTED]> wrote:

Andy --

As it relates to Amazon and Houston's response to their proposal --

While Houston is very prideful right now and national coverage has been very positive as it relates to its human capital and spirit; "We love Houston", "Houston STRONG" and "Rebuild Houston!" we should ask Mayor Turner, as part of the effort to secure Amazon, to ask everyone to send an letter and/or email to Besoz, encouraging him to come "home", expressing why they love Houston and/or asking for his consideration of Houston's proposal, etc..

How powerful would it be to receive 500K+ emails/letters of support for the city delivered to you.

Just an idea -- Brad

Bradley R. Freels  
*Chairman*

**Midway**  
CITYCENTRE ONE | 800 Town & Country Blvd | Suite 200 | Houston, TX 77024  
O 713.629.5200 | F 713.463.4665  
[midwaycompanies.com](http://midwaycompanies.com)

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Friday, September 08, 2017 12:06 AM  
**To:** John Reale  
**Cc:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Koski, James - MYR; Bernstein, Alan - MYR  
**Subject:** Re: Entrepreneurs for Houston

This is very important to our work as an 'Innovation and Technology City'.

Sent from my iPad

On Sep 7, 2017, at 8:13 PM, John Reale <[REDACTED]> wrote:

Good evening.

Please see attached press release scheduled for release on Monday. I am seeking your approval as we plan to release. Grateful if you can approve tomorrow so we can coordinate planned launch activities through the weekend. Proposed quote from the Mayor below. Please add / edit as appropriate.

All other stakeholders have approved, including: TMC, GHP, Mercury Fund, Sketch City, Circular Board and Station Houston.

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Thank you,

JR

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---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established by Mayor Turner*

On Wed, Sep 6, 2017 at 9:37 AM, John Reale [REDACTED] wrote:

Good morning.

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Thank you,

JR

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Mayor's Relief Fund. Based upon emails received by Blair Garrou of Mercury Fund, we believe there were significant donations to your Relief Fund from individuals, venture funds and corporations.

2. We also received an outpouring of support and interest from groups ranging from the Kauffman Foundation for Entrepreneurship, the National Venture Capital Association (NVCA), and tech companies across the US. All of these organizations asked how they provide direct support to either entrepreneur-specific initiatives or provide free / discounted access to their technology. Google, Amazon, ZenDesk and Twillo have all given free access to software for our OpenGov and Civic initiatives.

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John S. Reale, Jr.

Co-Founder, CEO  
[REDACTED]

<E4H Press Release\_FINAL 9.7.17.docx>

## **Sylvester Turner - MYR**

---

**From:** Sylvester Turner - MYR  
**Sent:** Friday, September 08, 2017 8:55 AM  
**To:** John Reale  
**Cc:** Hunter, Marvalette - MYR; Koski, James - MYR; Icken, Andy - MYR; Bernstein, Alan - MYR  
**Subject:** Re: Entrepreneurs for Houston

JR I support. Please move forward and prepare a statement for me. You can send to Chief of Staff for approval. I totally support the effort. Thanks

Sent from my iPhone

On Sep 6, 2017, at 9:37 AM, John Reale [REDACTED] wrote:

Good morning.

Sorry for the long note, but figured this is easier to provide context. Happy to jump on a call too, if helpful. I like to be thorough...

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John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

<E4H Press Release Final.docx>

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**From:** Sylvester Turner - MYR  
**Sent:** Friday, September 08, 2017 8:55 AM  
**To:** Icken, Andy - MYR  
**Cc:** John Reale; Hunter, Marvalette - MYR; Koski, James - MYR; Bernstein, Alan - MYR  
**Subject:** Re: Entrepreneurs for Houston


I fully support. Move forward

Sent from my iPhone

On Sep 8, 2017, at 12:05 AM, Icken, Andy - MYR <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)> wrote:

This is very important to our work as an 'Innovation and Technology City'.

Sent from my iPad

On Sep 7, 2017, at 8:13 PM, John Reale <> wrote:

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John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

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4. We are proposing that Entrepreneurs for Houston partner with the Task Force and the GHP Innovation Office so we may continue to accomplish our near-term goal of bringing all our civic organizations together to support the relief effort, while this collaboration serves as a stronger foundation to drive our recovery efforts.

5. We have established a fund advisory committee to provide guidance and ensure E4H Funds are handled responsibly. Blair Garrou (Managing Director of Mercury Fund), Barbara Burger (President of Chevron Technology Ventures), Kenneth Guidry (President of PKF Texas), and Brian Fenske (Partner at Norton Rose Fulbright) have agreed to sit on the advisory group at this time. We will expand or modify the advisory group as necessary going forward should you have any recommendations.

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

<E4H Press Release\_FINAL 9.7.17.docx>

## Sylvester Turner - MYR

---

**From:** John S. Reale, Jr. [REDACTED]  
**Sent:** Friday, September 08, 2017 8:57 AM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: Entrepreneurs for Houston

Thank you. I am in Andy's office now. Full steam ahead. If you want a 10 minute debrief, happy to come to your office

--

John S. Reale, Jr.  
Co-Founder & CEO  
Station Houston  
[REDACTED]

Please excuse any typos or tone of this message as Siri and I aren't always on the same page. This message was sent from my iPhone.

On Sep 8, 2017, at 08:55, Sylvester Turner - MYR <[Mayor.ST@houstontx.gov](mailto:Mayor.ST@houstontx.gov)> wrote:

I fully support. Move forward

Sent from my iPhone

On Sep 8, 2017, at 12:05 AM, Icken, Andy - MYR <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)> wrote:

This is very important to our work as an 'Innovation and Technology City'.

Sent from my iPad

On Sep 7, 2017, at 8:13 PM, John Reale <[REDACTED]> wrote:

Good evening.

Please see attached press release scheduled for release on Monday. I am seeking your approval as we plan to release. Grateful if you can approve tomorrow so we can coordinate planned launch activities through the weekend. Proposed quote from the Mayor below. Please add / edit as appropriate.

All other stakeholders have approved, including:  
TMC, GHP, Mercury Fund, Sketch City, Circular Board and Station Houston.

We are going to keep our entrepreneurs and techies to support civic-tech projects. We are going to

attract great talent and investment as we build this innovation economy.

Thank you,

JR

*"Houston has a rich history of collaborating with people from different backgrounds and cultures to solve the world's most complex problems," said Mayor Sylvester Turner. "We've seen this across our community through these difficult times. E4H will provide the funding to support our entrepreneurial and civic efforts that will rebuild and sustain Houston's economy."*

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established by Mayor Turner*

On Wed, Sep 6, 2017 at 9:37 AM, John Reale

 wrote:

Good morning.

Sorry for the long note, but figured this is easier to provide context. Happy to jump on a call too, if helpful. I like to be thorough...

Key points below as I am seeking your approval and support of the ongoing relief and recovery efforts initiated by the Houston startup community. This initiative is called Entrepreneurs for Houston (E4H). I would also like your approval for a quote in a press release that will announce a tech-focused relief fund launched by Entrepreneurs for Houston that will support the OpenGov and Civic initiatives being launched through the E4H effort (please edit as you see fit).

I believe E4H, and its related Relief Fund, unifies our goals of (i) supporting the relief effort, (ii) ensuring we keep our best and brightest tech talent, and (iii) continuing to build and drive our innovation economy.

As we are moving as quickly as possible, we hope to get your approval today.

Thank you,

JR

1. Station, the Texas Medical Center Innovation Institute, Mercury Fund, Sketch City and the Circular Board launched Entrepreneurs for Houston to support relief and recovery efforts by directing the venture capital and entrepreneur community, outside of Houston, to donate to the GHCF Mayor's Relief Fund. Based upon emails received by Blair Garrou of Mercury Fund, we believe there were significant donations to your Relief Fund from individuals, venture funds and corporations.

2. We also received an outpouring of support and interest from groups ranging from the Kauffman Foundation for Entrepreneurship, the National Venture Capital Association (NVCA), and tech companies across the US. All of these organizations asked how they provide direct support to either entrepreneur-specific initiatives or provide free / discounted access to their technology. Google, Amazon, ZenDesk and Twilio have all given free access to software for our OpenGov and Civic initiatives.



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<E4H Press Release\_FINAL 9.7.17.docx>

## Sylvester Turner - MYR

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**From:** Icken, Andy - MYR  
**Sent:** Friday, September 08, 2017 11:01 PM  
**To:** Sylvester Turner - MYR  
**Cc:** John S. Reale Jr.  
**Subject:** Re: Entrepreneurs for Houston

Thank you.

Sent from my iPad

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## **Sylvester Turner - MYR**

---

**From:** Sylvester Turner - MYR  
**Sent:** Sunday, September 10, 2017 9:41 PM  
**To:** Hunter, Marvalette - MYR; Icken, Andy - MYR  
**Subject:** Amazon

Andy I want us to be very aggressive in responding to the Amazon RFP. I have been approached by UT about the possibility of using their 300 acres for this project. I asked the Governor for his support of Houston but he indicated that the State will take a neutral position since Dallas, San Antonio and Austin maybe interested. I assume the Partnership will be very much interested and should be included in our proposal.

I think Houston is ideally suited for this deal and specifically for it to be located inside the City of Houston. To put forth a very strong proposal we need to start on it now to make sure we cover every base. I really do want this deal.

Sent from my iPhone

## Sylvester Turner - MYR

---

**From:** Sylvester Turner - MYR  
**Sent:** Sunday, September 10, 2017 10:05 PM  
**To:** John Reale  
**Cc:** Icken, Andy - MYR  
**Subject:** Re: Amazon looking for 2nd HQ in NA

I have expressed my strong interest in competing for this deal. We need to put forth a very attractive proposal. Please share with us your thoughts.

Sent from my iPhone

On Sep 7, 2017, at 7:27 PM, John Reale <[REDACTED]> wrote:

See below note from Blair Garrou this morning re: Amazon launching a 2nd HQ. I believe that through our innovation initiative, we can demonstrate that we can compete and that we can win.

I have been working with an Amazon executive to help them grow their AWS office, but this is a different scale. What can we do to help?

JR

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established by Mayor Turner*

----- Forwarded message -----

**From:** Blair Garrou <[REDACTED]>  
**Date:** Thu, Sep 7, 2017 at 9:17 AM  
**Subject:** Re: Amazon looking for 2nd HQ in NA  
**To:** Bob Harvey <[REDACTED]>, Gina Luna <[REDACTED]>, Jon Nordby <[REDACTED]>, Barbara Burger <[REDACTED]>  
**Cc:** John Reale <[REDACTED]>

Amazon cheat sheet!

- Industrial growth for AWS (which they are salivating for)
- Big push into OpenGov initiatives (this is important to Amazon)
- Near Whole Foods HQ (Austin)
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He's missing the bigger picture, though. By a handful of zeros.

This has the ability to be more impactful than fracking to Houston's economy.

It took 25 years for fracking to mature, then 6 months for commodity prices to nosedive. AMZN, and other tech companies that follow their lead, would be sustainable for the long-term. Cloud software, online ecommerce/retail/grocery, autonomous vehicles/drones for transportation and delivery, ubiquitous AI for the consumer, private space exploration. Every major growth driver of our high-tech economy (outside of healthcare).

They'll be looking for an established or up-and-coming innovation ecosystem to grow with. Cheaper labor that way, but they'll want to know the City/Corps are interested. Good think we have our act together now!

Sorry, I'll stop drinking coffee now... Let us know how we can help.

Blair

---

**From:** Blair Garrou <[REDACTED]>  
**Date:** Thursday, September 7, 2017 at 7:59 AM  
**To:** Bob Harvey <[REDACTED]>, Gina Luna <[REDACTED]>, Jon Nordby <[REDACTED]>, Barbara Burger <[REDACTED]>  
**Cc:** John Reale <[REDACTED]>  
**Subject:** Amazon looking for 2nd HQ in NA

<https://www.cnbc.com/2017/09/07/amazon-launches-search-for-a-second-headquarters-in-north-america.html>

We (Houston) need to be all over this. LMK how JR and I can help/plan/pitch. This would be a massive win and propel the city in a great new direction.

Amazon's AWS unit has been a key contributor to the relief effort via E4H.

Blair

Blair Garrou

Mercury Fund | startup venture capital

One Greenway Plaza, Suite 930

Houston, TX 77046

713.715.6820 office



@bgarrou

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Sunday, September 10, 2017 10:18 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: Amazon

Understand. We are working as many avenues as possible before the rfp is due oct 19. We are considering several sites in the city- those with a active developer prepared to put up substantial front end money will likely be beneficial.

A site that might fit those qualifications is the KBR site with Midway and William Harrison as the land owners( midway of course has a great track record in City Center).

This will take considerable staff work and I'll be leveraging wherever I can. The ghp can be a ally but frankly they will be under some pressure from some of their members outside the city- I've already made it clear to bob I believe the focus for the region should be the city core much like amazon has done in Seattle. More to come.

Sent from my iPhone

> On Sep 10, 2017, at 9:40 PM, Sylvester Turner - MYR <Mayor.ST@houstontx.gov> wrote:

>

> Andy I want us to be very aggressive in responding to the Amazon RFP. I have been approached by UT about the possibility of using their 300 acres for this project. I asked the Governor for his support of Houston but he indicated that the State will take a neutral position since Dallas, San Antonio and Austin maybe interested. I assume the Partnership will be very much interested and should be included in our proposal.

>

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>

> Sent from my iPhone

## **Sylvester Turner - MYR**

---

**From:** Icken, Andy - MYR  
**Sent:** Sunday, September 10, 2017 10:24 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: Amazon

I should add we are likely have some issues with TOP on an aggressive proposal. When we worked the fulfillment center in the Eta in Greenspoint TOP took a very negative approach to Amazon because of their view of the 'corporate culture of Amazon' and a desire that we impose restrictive salary constraints on them prior to making any package offer. It may sound very illogical but you have seen this as TOP continues to want us to be prescriptive in our financial policies prior to any economic development proposals

Sent from my iPhone

> On Sep 10, 2017, at 10:17 PM, Icken, Andy - MYR <Andy.Icken@houstontx.gov> wrote:  
>  
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## **Sylvester Turner - MYR**

---

**From:** John Reale [REDACTED]  
**Sent:** Sunday, September 10, 2017 11:09 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR  
**Subject:** Re: Amazon looking for 2nd HQ in NA  
**Attachments:** Houston Vision Op-ed August 2017 - v2.docx

Mayor Turner,

Same page. My wife and I went to dinner with some other leaders in the tech community on Saturday where this monopolized the conversation (my poor wife).

I believe that our actions (as an innovation economy) will speak loudly as to why we should win. Read this Harvard Business Review article to amplify my thoughts.  
- <https://hbr.org/2017/09/what-amazons-hq2-wish-list-signals-about-the-future-of-cities>. Excerpt below.

We have the plan in place...we just have to move faster. Happy to visit with Andy / you this week. Let's win.

JR

**1. Communicate the Vision:** We must re-visit a vision piece for our City. Attached is a draft piece I put together with Andy's support before Harvey. We can re-visit to make this piece even bolder, but I believe this can start a movement.

**2. Launch the Fund-of-Funds:** Blair Garrou (my co-founder of Station who you met before) and I will be going to Insperity on Tuesday to secure their commitment for the Fund-of-Funds to attract Venture Capital to our City. I believe your involvement can help us build more momentum. I think it would be great to have a call with Paul Savardi (Insperity Founder + CEO) to reinforce your commitment to our innovation economy.

**3. Innovation District:** Announcing the Innovation District will be a major catalyst, and become a topic that people from around the world take notice of our creativity of how Houston sees innovation. Andy has been a vital piece to this puzzle building support and engagement from various stakeholders like Bob Eury, Lionstone and Midway. I'd love to share this vision of the district with you to get your feedback and support. We must push on this initiative, particularly as it one of the most important pieces not only to win this bid, but clearly show the world about the future of Houston.

**4. Build our Strike Force:** We need to assemble a team to work with Andy and Bob Harvey to support how we build, and communicate this proposal. The clock is ticking. I have thoughts on people who need to be involved. We have get the right people

involved that are ultimately interesting to Bezos' broader ambitions - look into the Bezos Family Foundation to reveal what's most important

**5. Consolidate the Strategy Office:** Before Harvey, we had a meeting scheduled to discuss how we consolidate the Task Force + GHP Innovation efforts + HTC, where we put a strong leader who can help us convene on areas to drive our innovation economy forward. The HTC Board Meeting is scheduled for 10-Oct. I spent this afternoon providing feedback to Gina Luna and Barbara Burger (Chevron) How can we move faster?

**6. Entrepreneurs for Houston Fund:** Tomorrow, we will officially launch the Entrepreneurs for Houston Fund. We must make this a success so we can support our ground-up tech efforts to build a solution set that we can share with the world for disaster relief and recovery. No City has done this at a major scale...why? I don't know. But this is an opportunity for us to showcase our talents, continue to show how Houston cares, and create awareness that becomes part of our innovation story.

*"As our research has shown, the vibrant metros of the future will be those that are home to high-tech advanced industries. That's because those industries spur the collision of digital technologies and cutting-edge business development, also brought about by tech-savvy workers and R&D investments, and generate jobs and good wages in a period of sluggish economic growth. Digital industries are a main driver of growth within these high-value industries. Yet for all their benefits and buzz, digital jobs continue to geographically concentrate in established high-tech meccas at a time when our nation needs more metro areas, especially in the heartland, to gain a competitive foothold in the digital future.*

*So how can cities garner a bigger share of high-tech growth? The answer is not to just polish up branding and marketing materials and wait for the next Amazon-scale business attraction opportunity. Nor is it to concentrate entirely on traditional economic development strategies of bundling available plots of land for prospective businesses and offering generous subsidies (though admittedly, Amazon seems to want a bit of that, too). Rather, cities need to look closely at the criteria in Amazon's RFP and ask whether they've done enough to build up the fundamental assets prized by innovative firms and industries."*

---  
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Blair Garrou

Mercury Fund | startup venture capital

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Houston, TX 77046

713.715.6820 office



@bgarrou

19-August-2017

*Architecture:*

*1 - reflection*

*2 - vision*

*3 - action plan*

*4 - call to action*

*Key traits:*

- *I need to read it back and ask myself, can I close my eyes to hear the Mayor speaking these words?*
  - *Inspiring*
  - *Authentic*
  - *Focus on future and specific calls to action*
  - *Inclusive*
- 

**Houston: A City of Hope, Opportunity and Inspiration**

*My vision for our community when leadership and unity is needed*

By Mayor Sylvester Turner

With some of the recent events happening in our community, our country, our world, like so many of you, I find myself reflecting on what's right, what's important and most especially, our future. It got me to thinking about when I first took office as Mayor of our beloved City. When I took this office, the themes that resonate with what I believe sets the pace for our future are: Hope...Opportunity...and Inspiration.

Having grown up right here in Houston -- Acres Homes specifically -- I've seen it all. I've seen the flooding, the triple digit heat index, the booms and busts -- everything. More than 90 languages are spoken here daily. 4.8 million patients visit our Medical Center every single year. We are the energy capital of the world. We have more than 500 cultural, visual, and performing arts organizations. And only New York City rivals us in Fortune 500 Company headquarters. I'd say we've got a few things going for us, wouldn't you?

I've always considered myself a champion for Houston's middle class. I want Houston to always be a home for anybody who seeks community, tolerance and opportunity. Why? Because we're a city of outsiders, a city of dreamers -- a city of every type of people. Locals. People from other states or countries. Restaurateurs, artists, entrepreneurs, doctors, lawyers, web developers, construction workers, engineers and more. We are people with ambitions and dreams. People

who want to imagine, create and love. We are a City whose diversity and differences are the very thing that makes us beautiful and gives us strength.

With disturbing developments such as unconstitutional travel bans, the withdrawal from the Paris Climate Agreement, and an unsure future for healthcare for millions across the country, many of us are worried about the future. It's clear to me that the time to stand up is **right now**. But I need your help. Entrepreneurs, corporations, investors, academia and educators, and all of our citizens - just like you and me - are what drive our City's future.

We have a rich history and spirit of innovation and entrepreneurship which are core foundations of our City. We are a City that embraces the complex problems of our world to deliver new solutions that run to the bottom of our oceans to the millions of miles above our atmosphere. Building on that history; listening to our people; and meeting leaders from across the world, I'd like to share with you my vision for Houston, y hope for our people, as you all inspire me to work each day to represent us all.

I want a Houston that matches the passion, the vision, and the aspirations of its citizens. A Houston that's built on creativity, collaboration, and unique styles of thinking. In effort to understand entrepreneurs, innovators and technology, I developed a task force specifically focused on how we grow our innovation and entrepreneurship economy. Our Task Force has developed a strategy and plan to take our community forward. Looking back, we have not competed amongst others to grow this vital part of our community. Today, we now have a playbook and it is time for us to work as a team to push forward.

Thanks to smart work and collaboration with the Greater Houston Partnership along with groups like Station Houston and the Texas Medical Center Innovation Institute, we now have in place foundational pieces to make this vision - to drive our innovation and entrepreneurship economy - a reality. The Innovation Strategy Office is working to drive community and collaboration to explore strategies to unite our people, bring people together to build on our strengths and identify experts to make sure we bring attention on areas where we need focus.

We will develop the Houston Innovation District. Not only will this be a place for technology startups, but I see it as a vibrant district that is a testing ground for authentic and new food concepts. Our district will innovate in the fields of fashion, design, music and art. Our district will be a place where creators come together to imagine new possibilities to experiment without the fear of failure. We will have the resources and support organizations, capital, mentorship and development partners involved so our creators can take their visions and innovations to launch new products, new companies, new possibilities. Our district will be our center of gravity to connect the rest of our great City and feature a central access point for the rest of the world who

comes to our City to learn more about our great people. And for each one of us, what does this mean...it means Opportunity.

But we can't stop there. Did you know that Houston is the #1 city for minority owned businesses? I recently took a trip to Israel -- a true startup hotspot -- and they valued our entrepreneurial growth so much, they asked us about our energy firms. They wanted to connect using Houston assets and resources which is very exciting, but it got me thinking. "We have all these assets....but what's missing?" Why haven't we tapped into our own tech, energy, and financial startup assets ourselves? Everyone is doing amazing things, but there is no follow-up, so they often leave. Places like Silicon Valley, Chicago, or even Cincinnati attract creative thinkers because they have the communities to support creative thought.

Collaboration *needs* integration. All of these cutting edge medical technologies, cleantech investments, and more need support to continue growing. And that's exactly why the Innovation District needs to be a part of Houston. Based on four key traits, I've developed a plan to transform Houston into an access point that connects revolutionary startups with enterprise level companies to foster creative problem-solving solutions. With innovation, diversity, collaboration....there is opportunity for us all.

We are rapidly approaching a future with self-driving cars. Artificial Intelligence and machine learning are key themes to every industry; and I'm quite sure you can order just about anything from your mobile device. So why wouldn't the next big tech innovations happen right here in Houston? With the support of the Greater Houston Partnership and other groups in the city, Houston will be a top five innovation hub in the world in the next 10 years. This is my hope, this is my challenge, this is my commitment.

With the advent of our Innovation District, the Innovation Strategy Office, the launching of a \$50 million fund-of-funds venture capital fund that our corporate leaders will invest in to help bring venture capitalists to our community, and a world class data science institute, I see our Houston as one that continues to lead our world forward. I see our Houston that continues to take the most complex problems in our world to create new frontiers. Now...you might have heard that "space is the final frontier", but 2017 has proven to be quite the uncharted territory so far. If we come together, in the most diverse City in America to build this future, we can accomplish anything.

Over the next five years, we will create 25,000 new tech jobs. As each one of these jobs creates about five additional jobs, this fuels our community with exponential growth. I see our innovators launching inspiring new companies that raise over \$1 billion in venture capitalist funding. I see Houston being recognized as the #1 place in the world for minority and immigrant

entrepreneurs regarding the number of new companies and venture capital funding. We will indeed be the community where minority entrepreneurs launch and grow their businesses.

Why am I so focused on this vision? Simple: startups are the lifeblood of progress and Fortune 500 companies need their support. Houston will become a bridge, a test bed for the things we continue to dream about while we're looking out to the stars. Through our culture of innovation and deeply-rooted entrepreneurial spirit we will provide opportunities for everybody at all levels -- not just the 1%. We will be leaders in education, starting with our children to embrace technology and learn about entrepreneurship to our universities and the emergence of a world-class data science institute. The key is having leadership believe in the message of Houston: diversity, teamwork, but most of all: innovation.

So I ask you, not only as your mayor, but as a citizen of Houston myself, will you help me work toward a better future for us and our kids? It's easier than you think to get involved. Check out [houston.org](http://houston.org) or see how you can mentor over at Station Houston or TMCx or another startup development organization in our community. Better yet -- like so many of our innovators in town, I'd like to host a meetup on [September XX] at [INSERT] to share more about my vision, our plan, and Houston's future.

We can discuss where you fit, why you matter, and what we can all do to ensure Houston's continued success in technological, financial, and business innovations. All you have to do is register at [[www.-----.com](http://www.-----.com)].

I also hear from our people that you all have new ideas for our City's flag. I encourage you to bring your ideas and creations of what Houston means to you...how you see our City, our people, our future and wave them high and proud. We'll provide poster boards, markers, and other tools to make your vision a reality as we take the first step into doing the same for this great city.

My commitment to you is to be your voice, to be your advocate, and to serve you all. I am here to uphold your values, but most of all to listen to your concerns. This city belongs to all of us. So now you have to ask yourself one question: where do you see Houston in five years and what will you do to make your vision our reality?

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*Sources:*

- 1) <http://www.afamnews.com/sylvester-turner-houstons-first-home-grown-black-mayor/>
- 2) <http://www.sylvesterturner.com/about/>
- 3) <https://www.bizjournals.com/houston/news/2017/06/30/following-houston-task-force-report-plans-to-move.html>
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- 5) <http://www.houstonchronicle.com/business/texanomics/article/Mayor-s-task-force-lays-out-recommendations-to-11255961.php>
- 6) [https://www.houstontech.org/latest\\_news/making-houston-hub-innovation-ghp-launches-innovation-strategy-office/](https://www.houstontech.org/latest_news/making-houston-hub-innovation-ghp-launches-innovation-strategy-office/)
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- 14) [https://en.wikipedia.org/wiki/Flag\\_of\\_Houston](https://en.wikipedia.org/wiki/Flag_of_Houston)

*Brief: one-page pledge for people to sign.*

*Information for form will include requests for the following information:*

*[name]*

*[email]*

*[check boxes that interest you]*

*[provide links to ways to get involved based on interests]*

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I, \_\_\_\_\_, hereby pledge my creativity, hard-work and passion for our community to form a more progressive Houston. I value our future in which Houston is a world-leading innovation and entrepreneurship ecosystem that serves us all. I also value the future in which Houston is a creative class city where innovative thinking and creative problem solving is part of our guiding spirit.

By partnering with one of several groups, I will do my part to make this new vision for Houston a reality and establish the following goals:

- A haven for those who are tolerant of our differences and inclusive to provide opportunities for us all
- Fostering our education system and curriculum to ensure we develop our children and young adults
- 25,000 new tech jobs in 2022
- More than \$1 billion in venture capitalist funding for startups by 2022
- Launching a world class data science institute
- Birthing and participating in a vibrant innovation district

## Sylvester Turner - MYR

---

**From:** Bernstein, Alan - MYR  
**Sent:** Monday, September 11, 2017 11:16 AM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Murphy, Brenda - MYR  
**Subject:** BACKGROUND POINTS ON CHRONICLE EDITORIAL BOARD VISIT TODAY

Mayor:

The special invitation was extended to you because Hearst Corp. President and CEO Steve Swartz (I misspelled his name previously) is visiting to rally the storm-tossed staff.

Chronicle publisher and president John McKeon should be on hand also as the top executive at the Chronicle; he came from the San Antonio paper two years ago.

Jeff Cohen as editorial page editor and the rest of the editorial board staff will attend.

A reporter will probably attend to see if you make news with what you want to say. *This may be a time to talk more about the Amazon bid.*

Please be prepared to answer a question or two about how Houston should plan long-range to lessen potential flooding. Different land use policies? A third reservoir?

You have received compliments on the editorial page for handling of the flood and that attitude should be part of this meeting.

If time allows they ask that you visit the newsroom to provide pats on the back for the storm coverage. Some staff lost their homes to the flood, and Hearst is providing them with interest free loans up to \$15,000 if needed.

Alan Bernstein  
Director of Communications  
Office of Houston Mayor Sylvester Turner

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M 832-943-9835

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<http://houstontx.gov/citizensnet/>  
<http://houstontx.gov/socialmedia/>



## **Sylvester Turner - MYR**

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**From:** Sylvester Turner - MYR  
**Sent:** Monday, September 11, 2017 12:00 PM  
**To:** Bernstein, Alan - MYR  
**Cc:** Hunter, Marvalette - MYR; Murphy, Brenda - MYR  
**Subject:** Re: BACKGROUND POINTS ON CHRONICLE EDITORIAL BOARD VISIT TODAY

Ok

Sent from my iPhone

On Sep 11, 2017, at 11:16 AM, Bernstein, Alan - MYR <[Alan.Bernstein@houstontx.gov](mailto:Alan.Bernstein@houstontx.gov)> wrote:

Mayor:

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<http://houstontx.gov/socialmedia/>

## Sylvester Turner - MYR

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**From:** Bernstein, Alan - MYR  
**Sent:** Monday, September 11, 2017 12:25 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Murphy, Brenda - MYR  
**Subject:** REVISED!!!! BACKGROUND POINTS ON CHRONICLE EDITORIAL BOARD VISIT TODAY

Mayor:

The special invitation was extended to you because Hearst Corp. President and CEO Steve Swartz (I misspelled his name previously) is visiting to rally the storm-tossed staff.

Chronicle publisher and president John McKeon should be on hand also as the top executive at the Chronicle; he came from the San Antonio paper two years ago. Editor in chief Nancy Barnes will also attend.

This small group will meet with you for the first 10 minutes. ***This will be the right time to ask Hearst for a donation to your local relief fund.***

Then a very brief editorial board meeting in which you may be asked to respond ***to the editorial in the Sunday Chronicle (see below) with recommendations for Houston's future.***

A reporter will probably attend to see if you make news with what you want to say. *This may be a time to talk more about the Amazon bid.*

If time allows they ask that you visit the newsroom to provide pats on the back for the storm coverage. Some staff lost their homes to the flood, and Hearst is providing them with interest free loans up to \$15,000 if needed.

Sunday Editorial:

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Fight flooding now  
State, local and national leaders can't delay in implementing this actionable list of policies.

With the sun shining, floodwaters receding and attention shifting to another part of the country preparing to do battle with its own giant storm, it's easy to grow complacent about the knottier and more resistant challenges that confront

Houston and southeast Texas in the wake of Hurricane Harvey. Now that cleanup and reconstruction are in full swing, we must not lose focus on the long-range view.

If the nation's fourth-largest city and the surrounding region are to emerge stronger and more resilient, we have to rethink, re-imagine and rebuild with the future in mind. We have to be better prepared for storms to come. And make no mistake: They will come.

Translator

This is our "seawall moment," not unlike a time more than a century ago when our Galveston neighbors responded to the greatest natural disaster in American history by changing their form of municipal government, by literally lifting their city up and by raising a sturdy protective barrier that has stood the test of time. We must be just as farsighted and ambitious. In the spirit of Galveston's long-range view, we offer a dozen action items that we believe are vital if Houston and the region are to come back stronger, safer and more resilient than ever.

The list isn't necessarily comprehensive, but we hope it provokes an ongoing conversation among elected officials, business leaders, community activists, social-service providers, academics, charitable foundations, environmentalists, engineers – in short, every resident of the greater Houston area who cares about the future of this vibrant region.

#### 1. Establish a regional flood control authority

Floodwaters ignore city-limit signs and county-line markers. We can't adequately address drainage issues with a mélange of municipal efforts and flood control districts split between local jurisdictions. Instead of dividing these disaster-prevention efforts into provincial fiefdoms, we need a single authority with the power to levy taxes that will take charge of all of our area's drainage issues. Gov. Abbott should call a special session of the Legislature and set up such an authority.

Although we are skeptical about whether lawmakers obsessed with divisive social issues can turn their attention to urgent needs, establishing this authority requires action from Austin. Our governor and our Legislature need to get this done immediately.

#### 2. Build a third reservoir

Addicks and Barker dams, reservoirs and spillways, constructed more than 60 years ago, are dangerously inadequate. The U.S. Corps of Engineers rated both as "extremely high-risk" infrastructure years before Harvey. Houston environmental attorney Jim Blackburn maintains that at least one new reservoir should be constructed in northwest Harris County that can help flooding along Cypress Creek, Bear Creek and Buffalo Bayou. He urges the construction of additional upstream locations on virtually every stream in our region.

Harvey shoved us uncomfortably close to catastrophe. We need a third reservoir, and probably more, to avoid unimaginable consequences the next time. Some experts estimate this could be a half-billion-dollar infrastructure project. It is a small price to pay to avoid catastrophe and should be part of any federal relief plan.

#### 3. Build the coastal barrier system

If Hurricane Ike in 2008 had steered straight up the Houston Ship Channel, its powerful surge would have wrought catastrophic damage not only on the Johnson Space Center and the Bayport Industrial Complex, but also on the nation's economy. This area is responsible for more than half the nation's jet fuel and almost a third of its oil-refining capacity. It's also the leading supplier of energy products to the U.S. military. Texas Land Commissioner George P. Bush has asked

President Donald Trump to dedicate \$15 billion toward construction of a coastal barrier system that would protect the upper Texas coast from hurricane storm surges. It's time to stop talking about this project and get to work building it.

#### 4. Buy the Westwood Golf Club

One of Houston's worst recurring flood problems may have a relatively simple solution. Phil Bedient, director of the SSPEED Center at Rice for Severe Storm Protection, contends that most of Meyerland would be protected from future flooding if the Westwood Golf Club along Brays Bayou was converted to a storm-water detention space. Harris County flood control officials must acquire this golf club and convert it into a detention pond. They should, if necessary, use condemnation powers.

#### 5. Approve new funding streams

We need money. A lot of it. Current local budgets are inadequate to cover the costs of the massive infrastructure investment we'll need to keep this region safe from floods. The Harris County Flood Control District has a capital improvement budget of \$60 million per year. Mike Talbott, the district's former executive director, estimated that we need about \$26 billion for necessary infrastructure updates.

Potential funding sources include a Lone Star State version of the Dutch national tax for flooding abatement. The Dutch tax goes into that resourceful nation's comprehensive and innovative approach to flood protecting.

Other revenue-generating ideas: as we said above, create a regional flood control district to levy new taxes, as Harris County did after the deluges of 1929 and 1935; impose a countywide sales tax dedicated to flood prevention; and, of course, expand the drainage fee the Houston City Council implemented in 2011 for a pay-as-you-go Rebuild Houston infrastructure plan (assuming it survives a state court challenge).

The Legislature should compel the unincorporated areas of Harris County, home to about 2 million people, to establish local municipalities that levy their own sales and property taxes. At the state level, Abbott's special session agenda must also tap the \$10 billion Economic Stabilization Fund, also known, appropriately enough, as the Rainy Day Fund, to help pay for one-time infrastructure expenses. The federal government's recovery legislation can be a resource to both rebuild what Harvey destroyed and establish new resiliency for regional flooding and storm-surge protection along the coast.

"Like the Dutch," Blackburn told the Chronicle, "we need to be willing to tax ourselves to raise the needed money. We have a solid industrial base. We have a generally wealthy and vibrant community. We can do this, but not without proper funding."

#### 6. Require more effective land-use regulations

Adopting new regulations at both city and county levels to better control runoff would include restrictions on expanding impervious surfaces, investment in green infrastructure and stronger flood-detention standards. If the county refuses to act, politicians at City Hall should not be reluctant to use their authority in the extra-territorial jurisdiction to impose land-use regulations beyond city limits.

Prairies and wetlands in west and northwest Harris County must be preserved either through direct purchases or deals with landowners. New construction should be subject to higher building-elevation standards perhaps with detention

ponds. The ploy of paving over Houston and putting up parking lots that are just under a 10-acre regulatory threshold to avoid mandatory flood-mitigation requirements is the sort of loophole our politicians must close. Houston also must reduce the need for impervious parking lots by lowering or eliminating parking minimums.

## 7. Reform the National Flood Insurance Program

The Federal Emergency Management Agency (FEMA) must update its flood maps to better reflect the true risk, and cost, of living in a floodplain. Developers have a vested interest in keeping flood zones as small as possible to hide that risk and the eventual expense to owners. People and politicians must push back.

We cannot keep rebuilding homes that flood over and over again. Buyouts must take priority over repairs for "repetitive loss properties," where the federal insurance program has paid multiple claims within a 10-year span. Congress has to act to prevent federal flood insurance from expiring on Sept. 30, and our representatives can use the opportunity to implement much-needed reforms. Any change to the program should involve forgiving FEMA's \$25 billion debt to the Treasury.

The county and city must fill in the gaps for buyouts of routinely flooded properties not covered by FEMA. Local governments must also work to use reclaimed property in flood zones for both flood mitigation and functional urban greenspace.

## 8. Insist on a transparent Corps of Engineers

The U.S. Army Corps of Engineers often serves as the most important line of defense between people and floodwaters, but a broken political system leaves far too many in the dark about what the Corps does. Local neighborhoods remain ignorant about Corps projects throughout the region and about the risks and threats posed by floodwaters. Just look at the homeowners surprised to find themselves flooded near Addicks and Barker reservoirs. People who deal with the Corps say that responsiveness varies by region.

Congress fails to maintain stringent oversight or proper funding for the Corps. Our elected officials, particularly U.S. Sens. John Cornyn and Ted Cruz, have a duty to ensure that the Corps of Engineers is working to keep Houstonians safe.

## 9. Reinvigorate our politics

Harvey wasn't the first. Houston, Harris County and beyond have repeatedly had to deal with assorted natural disasters, including devastating hurricanes, and yet our elected officials are too often unresponsive. At the county level and in other jurisdictions without term limits, we re-elect the same people for years, decades even, despite what seems to be their unwillingness or inability to respond to long-range needs. We urge local political parties to shake things up, recruit new candidates with fresh ideas and an eagerness to rattle the status-quo. We need engaged citizens who vote, who demand that politicians respond to real needs, not transgender bathroom restrictions.

At the federal level, gerrymandered congressional districts are unexpected contributors to flooding problems. The Corps of Engineers takes its direction from Congress, where U.S. Rep. Ted Poe's tadpole-shaped district stretches from the Addicks Reservoir to Atascocita and his colleague Michael McCaul's from Austin to the Katy Prairie. These sprawling, ungainly districts are drawn to reelect incumbents, not to reflect the interests of constituents. The politics of place, unfortunately, takes a backseat to partisan primaries. Texas needs a nonpartisan redistricting commission.

Speaking of responsive elected officials, Congress needs to restore earmarks. The tradition may have gotten a bad name over the years, but as our two Green congressmen - Al and Gene - have pointed out, earmarks are a useful mechanism for meeting local flood needs rather than relying on the parochial whims of an often recalcitrant Congress.

#### 10. Protect renters

In addition to new infrastructure, we have to build economic resilience to help Houstonians, especially renters, weather the financial burden that floods impose. Apartments must be required to offer flexibility on rent payments and late fees during disasters. Leases must be easier to break for renters who endure a natural disaster. Property owners can't be allowed to discriminate against flood victims who rely on Section 8 vouchers to pay for new housing.

#### 11. Help schools rebuild

Harvey cost the Houston Independent School District \$700 million in damages, Superintendent Richard Carranza says. Abbott should provide HISD the funding it needs to rebuild by calling upon the Legislature for a one-time payment from the Rainy Day Fund.

Texas Education Commissioner Mike Morath should help by waiving the academic accountability ratings for public school districts and charter schools in counties declared disaster areas. A waiver will give ravaged campuses the opportunity to rebuild and to focus on the emotional needs of students. For a while, schools can do without the constant drilling students must endure to pass standardized tests.

#### 12. Establish a national emergency website address

We need a national 911-style emergency information web address, a standard and easily remembered internet site where people can find up-to-the-moment intelligence on everything from road closures and rising floodwaters to web cameras and weather radar. FEMA needs to take the lead on this idea, establishing the web address and ensuring that county governments aggregate all their emergency data feeds on their local sites. Residents should rely on state-of-the-art technology and up-to-the-second information from government not from social media.

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## Sylvester Turner - MYR

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**From:** Bernstein, Alan - MYR  
**Sent:** Wednesday, September 13, 2017 4:42 AM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Koski, James - MYR; Kelly, Bill - MYR; Icken, Andy - MYR; Ward, Darian - MYR; Makany-Rivera, Tanya - MYR; Bounds, Jesse - MYR  
**Subject:** Chronicle editorial supports Amazon bid

>  
>  
> Amazon and Houston: a perfect match  
> Bringing Bezos' e-commerce giant to his boyhood home justifies economic incentives.  
>  
> Houston Chronicle Editorial  
> September 12, 2017  
>  
> Legend has it that a smart little boy playing around with a primitive computer back in the 1970s figured out something none of his teachers at River Oaks Elementary School knew how to do. Long before other kids started poking quarters into Pac-Man machines, the resourceful fourth grader hooked his school's terminal up to a mainframe downtown. Then he invited his friends to join him and stay after school playing video games.  
>  
> When the budding computer nerd came back home to Houston to help his alma mater celebrate its 75th anniversary in 2004, Jeff Bezos was on his way to becoming one of the richest men in the world.  
>  
> Now the business he founded, Amazon, is looking for a place to establish its second U.S. headquarters. The company plans to spend more than \$5 billion building what Bezos calls "a full equal" to its sprawling base in Seattle. We're a little biased, but we can't imagine a better place than Houston.  
>  
> Amazon's announcement has already triggered a battle pitting big cities across America against each other. The company clearly wants to ignite a bidding war between local governments eager to lure the new corporate headquarters with lavish tax breaks and other lucrative concessions.  
>  
> We've always been deeply skeptical about government officials showering corporations with tax enticements that amount to little more than corporate welfare. But what we have here is not some questionable deal to sweeten the pot for a retailer moving into a shopping strip. Amazon's new headquarters is a special case, a major new employer whose potential benefit to our city fully justifies offering generous economic development incentives.  
>  
> Amazon's 50,000 proposed new jobs would make it the city's largest employer. Just as important, most of those jobs would pay well, averaging more than \$100,000 a year. Houston would become home not just to another Fortune 500 corporate headquarters, but also to the nation's largest online retailer. Anyone who lived through the economic bust of the 1980s knows the critical importance of diversifying the city's employment base beyond the oil and gas industry; Amazon would instantly establish Houston as an international hub in the explosively expanding world of e-commerce.  
>  
> The company issued an outline of "key preferences and decision drivers" that reads like a laundry list of everything Houston brags about. Amazon says it wants a "stable and business friendly environment and tax structure," a diverse population, excellent institutions of higher education, a highly educated labor pool and an international airport with daily direct flights to Seattle, New York, San Francisco and Washington DC. On the list of Amazon's requirements,

Houston checks every box. If it wants verification, just ask ExxonMobil. The oil giant recently opened a similar state-of-the-art campus north of Houston. It's employees have one significant benefit: no state income tax.

>

> Bezos has already invested heavily in Texas. Amazon just bought Whole Foods Market, which is based in Austin. His Blue Origin suborbital launch facility is located in Van Horn, a couple of hours drive east of El Paso. The company plans to build its largest wind project, Amazon Wind Farm Texas, in Scurry County, about midway between Lubbock and Abilene. And it's already announced plans for two fulfillment centers in our area.

>

> "Houston's open for business," Mayor Sylvester Turner has said repeatedly in the wake of Hurricane Harvey. Nothing would shout that message to the world louder than Amazon establishing its second U.S. headquarters here. We look forward to welcoming that kid who tinkered with a computer at River Oaks Elementary School back to his boyhood home.

>

> Sent from my iPhone



## **Sylvester Turner - MYR**

---

**From:** Hunter, Marvalette - MYR  
**Sent:** Wednesday, September 13, 2017 7:46 AM  
**To:** Bernstein, Alan - MYR  
**Cc:** Sylvester Turner - MYR; Koski, James - MYR; Kelly, Bill - MYR; Icken, Andy - MYR; Ward, Darian - MYR; Makany-Rivera, Tanya - MYR; Bounds, Jesse - MYR  
**Subject:** Re: Chronicle editorial supports Amazon bid

I'm excited at the prospect

Marvalette Hunter  
Mayor's Chief of Staff  
City Hall  
901 Bagby, 3rd Floor  
Houston, Texas 77002  
832-393-1050 office  
281-714-8327 cell

> On Sep 13, 2017, at 4:41 AM, Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov> wrote:

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>

>>

>>

>> Amazon and Houston: a perfect match

>> Bringing Bezos' e-commerce giant to his boyhood home justifies economic incentives.

>>

>> Houston Chronicle Editorial

>> September 12, 2017

>>

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>> When the budding computer nerd came back home to Houston to help his alma mater celebrate its 75th anniversary in 2004, Jeff Bezos was on his way to becoming one of the richest men in the world.

>>

>> Now the business he founded, Amazon, is looking for a place to establish its second U.S. headquarters. The company plans to spend more than \$5 billion building what Bezos calls "a full equal" to its sprawling base in Seattle. We're a little biased, but we can't imagine a better place than Houston.

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>>

>> We've always been deeply skeptical about government officials showering corporations with tax enticements that amount to little more than corporate welfare. But what we have here is not some questionable deal to sweeten the pot for a retailer moving into a shopping strip. Amazon's new headquarters is a special case, a major new employer whose potential benefit to our city fully justifies offering generous economic development incentives.

>>

>> Amazon's 50,000 proposed new jobs would make it the city's largest employer. Just as important, most of those jobs would pay well, averaging more than \$100,000 a year. Houston would become home not just to another Fortune 500 corporate headquarters, but also to the nation's largest online retailer. Anyone who lived through the economic bust of the 1980s knows the critical importance of diversifying the city's employment base beyond the oil and gas industry; Amazon would instantly establish Houston as an international hub in the explosively expanding world of e-commerce.

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>> "Houston's open for business," Mayor Sylvester Turner has said repeatedly in the wake of Hurricane Harvey. Nothing would shout that message to the world louder than Amazon establishing its second U.S. headquarters here. We look forward to welcoming that kid who tinkered with a computer at River Oaks Elementary School back to his boyhood home.

>>

>> Sent from my iPhone

## **Sylvester Turner - MYR**

---

**From:** Sylvester Turner - MYR  
**Sent:** Wednesday, September 13, 2017 8:00 AM  
**To:** Hunter, Marvalette - MYR  
**Cc:** Bernstein, Alan - MYR; Koski, James - MYR; Kelly, Bill - MYR; Icken, Andy - MYR; Ward, Darian - MYR; Makany-Rivera, Tanya - MYR; Bounds, Jesse - MYR  
**Subject:** Re: Chronicle editorial supports Amazon bid

That editorial sets the stage and the tone for the rest of us as we pursue this deal.

Sent from my iPhone

> On Sep 13, 2017, at 7:45 AM, Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov> wrote:

>

> I'm excited at the prospect

>

> Marvalette Hunter

> Mayor's Chief of Staff

> City Hall

> 901 Bagby, 3rd Floor

> Houston, Texas 77002

> 832-393-1050 office

> [REDACTED]

>

>> On Sep 13, 2017, at 4:41 AM, Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov> wrote:

>>

>>

>>>

>>>

>>> Amazon and Houston: a perfect match

>>> Bringing Bezos' e-commerce giant to his boyhood home justifies economic incentives.

>>>

>>> Houston Chronicle Editorial

>>> September 12, 2017

>>>

>>> Legend has it that a smart little boy playing around with a primitive computer back in the 1970s figured out something none of his teachers at River Oaks Elementary School knew how to do. Long before other kids started poking quarters into Pac-Man machines, the resourceful fourth grader hooked his school's terminal up to a mainframe downtown. Then he invited his friends to join him and stay after school playing video games.

>>>

>>> When the budding computer nerd came back home to Houston to help his alma mater celebrate its 75th anniversary in 2004, Jeff Bezos was on his way to becoming one of the richest men in the world.

>>>

>>> Now the business he founded, Amazon, is looking for a place to establish its second U.S. headquarters. The company plans to spend more than \$5 billion building what Bezos calls "a full equal" to its sprawling base in Seattle. We're a little biased, but we can't imagine a better place than Houston.

>>>

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>>>

>>> Sent from my iPhone

## Sylvester Turner - MYR

---

**From:** Icken, Andy - MYR  
**Sent:** Wednesday, September 13, 2017 9:51 PM  
**To:** Sylvester Turner - MYR  
**Subject:** Re: Chronicle editorial supports Amazon bid

Agree.

Sent from my iPad

> On Sep 13, 2017, at 8:00 AM, Sylvester Turner - MYR <Mayor.ST@houstontx.gov> wrote:

>

> That editorial sets the stage and the tone for the rest of us as we pursue this deal.

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>>>>

>>>> Sent from my iPhone

## Sylvester Turner - MYR

---

**From:** John Reale [REDACTED]  
**Sent:** Saturday, September 16, 2017 12:35 PM  
**To:** Sylvester Turner - MYR; Icken, Andy - MYR  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Fwd: Amazon looking for 2nd HQ in NA  
**Attachments:** Houston Vision Op-ed August 2017 - v2.docx

Mayor Turner, Andy,

Happy Saturday; hope you are well.

Circling back re: Amazon HQ2. I provided updates to the note below. **Who is playing the role of leader + architect for the Amazon proposal?**

Besides the response to many of the traditional RFP elements, is there a plan to incorporate the plan and highlight your vision for the City, then tying that back to the proposal? If we simply report on our current state of the city, I think we are challenged without clearly showing this plan in our bid, then allowing our actions over the coming weeks and months demonstrate that we are doing exactly what we said we would, as well as be able to tell the story of how we transforming the City.

With our planned announcements for the: (1) Fund of Funds; (2) potential consolidation of the Innovation Strategy Office; and (3) Innovation District demonstrating Houston's future and why Amazon (or anyone else for that matter) would be foolish not to grow (or start) their business in any other place but Houston?

Bat phone is always on...

JR

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining [Entrepreneurs for Houston](#) to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*

----- Forwarded message -----

**From:** John Reale <[jreale@starc.com](mailto:jreale@starc.com)>  
**Date:** Sun, Sep 10, 2017 at 11:08 PM  
**Subject:** Re: Amazon looking for 2nd HQ in NA  
**To:** Sylvester Turner - MYR <[Mayor.ST@houstontx.gov](mailto:Mayor.ST@houstontx.gov)>

Cc: "Icken, Andy - MYR" <[Andy.Icken@houstontx.gov](mailto:Andy.Icken@houstontx.gov)>

Mayor Turner,

Same page. My wife and I went to dinner with some other leaders in the tech community on Saturday where this monopolized the conversation (my poor wife).

I believe that our actions (as an innovation economy) will speak loudly as to why we should win. Read this Harvard Business Review article to amplify my thoughts.

- <https://hbr.org/2017/09/what-amazons-hq2-wish-list-signals-about-the-future-of-cities>. Excerpt below.

We have the plan in place...we just have to move faster. Happy to visit with Andy / you this week. Let's win.

JR

**1. Communicate the Vision:** We must re-visit a vision piece for our City. Attached is a draft piece I put together with Andy's support before Harvey. We can re-visit to make this piece event bolder, but I believe this can start a movement.

**JR: Please advise**

**2. Launch the Fund-of-Funds:** Blair Garrou (my co-founder of Station who you met before) and I will be going to Insperity on Tuesday to secure their commitment for the Fund-of-Funds to attract Venture Capital to our City. I believe your involvement can help us build more momentum. I think it would be great to have a call with Paul Savardi (Insperity Founder + CEO) to reinforce your commitment to our innovation economy.

**JR: I believe there should be some coordination happening in the background to plan a press conference. In the interim, it would be good for us to visit with Guillermo Borda (Fund Manager) and Blair Garrou (Chair of the Initiative) to review the plan and strategy**

**3. Innovation District:** Announcing the Innovation District will be a major catalyst, and become a topic that people from around the world take notice of our creativity of how Houston sees innovation. Andy has been a vital piece to this puzzle building support and engagement from various stakeholders like Bob Eury, Lionstone and Midway. I'd love to share this vision of the district with you to get your feedback and support. We must push on this initiative, particularly as it one of the most important pieces not only to win this bid, but clearly show the world about the future of Houston.

**JR: I should have an LOI from Midway early next week. From there, I am working to convene more stakeholders to get complete buy-in to how we take forward the strategy. We'll need to develop a Public Private Partnership or some other type of vehicle to enable Houston to launch our district...where if we do this right, will be one of the most unique assets in the world.**



**4. Build our Strike Force:** We need to assemble a team to work with Andy and Bob Harvey to support how we build, and communicate this proposal. The clock is ticking. I have thoughts on people who need to be involved. We have get the right people involved that are ultimately interesting to Bezos' broader ambitions - look into the Bezos Family Foundation to reveal what's most important

**JR: Please advise**

**5. Consolidate the Strategy Office:** Before Harvey, we had a meeting scheduled to discuss how we consolidate the Task Force + GHP Innovation efforts + HTC, where we put a strong leader who can help us convene on areas to drive our innovation economy forward. The HTC Board Meeting is scheduled for 10-Oct. I spent this afternoon providing feedback to Gina Luna and Barbara Burger (Chevron) How can we move faster?

**JR: Another item in progress. I have been intimately involved in the planning between Accenture, GHP and HTC, providing my inputs wearing my Task Force hat. Given the planned meeting on the 25th, I would advise we schedule time to review that plan ahead of the meeting so I can provide the debrief**

**6. Entrepreneurs for Houston Fund:** Tomorrow, we will officially launch the Entrepreneurs for Houston Fund. We must make this a success so we can support our ground-up tech efforts to build a solution set that we can share with the world for disaster relief and recovery. No City has done this at a major scale...why? I don't know. But this is an opportunity for us to showcase our talents, continue to show how Houston cares, and create awareness that becomes part of our innovation story.

**JR: Launched. More to follow as to how we drive interest to drive these efforts.**

*"As our research has shown, the vibrant metros of the future will be those that are home to high-tech advanced industries. That's because those industries spur the collision of digital technologies and cutting-edge business development, also brought about by tech-savvy workers and R&D investments, and generate jobs and good wages in a period of sluggish economic growth. Digital industries are a main driver of growth within these high-value industries. Yet for all their benefits and buzz, digital jobs continue to geographically concentrate in established high-tech meccas at a time when our nation needs more metro areas, especially in the heartland, to gain a competitive foothold in the digital future.*

*So how can cities garner a bigger share of high-tech growth? The answer is not to just polish up branding and marketing materials and wait for the next Amazon-scale business attraction opportunity. Nor is it to concentrate entirely on traditional economic development strategies of bundling available plots of land for prospective businesses and offering generous subsidies (though admittedly, Amazon seems to want a bit of that, too). Rather, cities need to look closely at the criteria in Amazon's RFP and ask whether they've done enough to build up the fundamental assets prized by innovative firms and industries."*

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established my Mayor Turner*

On Sun, Sep 10, 2017 at 10:04 PM, Sylvester Turner - MYR <Mayor.ST@houstontx.gov> wrote:  
I have expressed my strong interest in competing for this deal. We need to put forth a very attractive proposal.  
Please share with us your thoughts.

Sent from my iPhone

On Sep 7, 2017, at 7:27 PM, John Reale <[REDACTED]> wrote:

See below note from Blair Garrou this morning re: Amazon launching a 2nd HQ. I believe that through our innovation initiative, we can demonstrate that we can compete and that we can win.

I have been working with an Amazon executive to help them grow their AWS office, but this is a different scale. What can we do to help?

JR  
---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the Hurricane Harvey Relief Fund established my Mayor Turner*

----- Forwarded message -----

From: Blair Garrou <[REDACTED]>  
Date: Thu, Sep 7, 2017 at 9:17 AM  
Subject: Re: Amazon looking for 2nd HQ in NA  
To: Bob Harvey <[REDACTED]>, Gina Luna <[REDACTED]>, Jon Nordby <[REDACTED]>, Barbara Burger <[REDACTED]>  
Cc: John Reale <[REDACTED]>

Amazon cheat sheet!

- Industrial growth for AWS (which they are salivating for)
- Big push into OpenGov initiatives (this is important to Amazon)
- Near Whole Foods HQ (Austin)
- Perfect locale for Blue Origin HQ (that isn't already a locale for SpaceX)
- Diverse, cheap workforce
- Bezos' home town

JR and my good friend George Levan just reached out and said this has the potential to be more impactful than the Super Bowl for Houston.

He's missing the bigger picture, though. By a handful of zeros.

This has the ability to be more impactful than fracking to Houston's economy.

It took 25 years for fracking to mature, then 6 months for commodity prices to nosedive. AMZN, and other tech companies that follow their lead, would be sustainable for the long-term. Cloud software, online ecommerce/retail/grocery, autonomous vehicles/drones for transportation and delivery, ubiquitous AI for the consumer, private space exploration. Every major growth driver of our high-tech economy (outside of healthcare).

They'll be looking for an established or up-and-coming innovation ecosystem to grow with. Cheaper labor that way, but they'll want to know the City/Corps are interested. Good think we have our act together now!

Sorry, I'll stop drinking coffee now... Let us know how we can help.

Blair

**From:** Blair Garrou <[REDACTED]>  
**Date:** Thursday, September 7, 2017 at 7:59 AM  
**To:** Bob Harvey <rharvey@houston.org>, Gina Luna <[REDACTED]>, Jon Nordby <[REDACTED]>, Barbara Burger <[REDACTED]>  
**Cc:** John Reale <[REDACTED]>  
**Subject:** Amazon looking for 2nd HQ in NA

<https://www.cnn.com/2017/09/07/amazon-launches-search-for-a-second-headquarters-in-north-america.html>

We (Houston) need to be all over this. LMK how JR and I can help/plan/pitch. This would be a massive win and propel the city in a great new direction.

Amazon's AWS unit has been a key contributor to the relief effort via E4H.

Blair

Blair Garrou

Mercury Fund | startup venture capital

One Greenway Plaza, Suite 930

Houston, TX 77046

713.715.6820 office

281.250.9579 cell

@bgarrou

## Sylvester Turner - MYR

---

**From:** Tom Bacon <[REDACTED]>  
**Sent:** Sunday, September 17, 2017 3:52 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Harvey Recovery

Mayor Turner:

When I received the call from Andy to be a potential "Head of Harvey Recovery", I gathered a team including a number of the groups that offered assistance to put some shape around what "Harvey Recovery" might mean. You've received a "2-pager" that has behind it a fairly robust briefing notebook. I'll have a couple of copies of that notebook available tomorrow. I think the team developed some pretty solid ideas based on deep dives into previous disaster recoveries and we tailored those approaches to Houston's unique situation. We also have a pretty interesting data solution teed up that may be of interest.

I'm thrilled with the bold move to focus on a coastal solution on our way to a Harvey Recovery, and look forward to meeting Marvin. This will likely be the most data rich, and therefore measured, disaster recovery in history. Houston ought to have stellar performance. And then there is Amazon!

Can I get some of your time this week to discuss?

Thanks,

Tom

Tom Bacon  
[REDACTED]  
713-412-4952

## **Sylvester Turner - MYR**

---

**From:** Sylvester Turner - MYR  
**Sent:** Sunday, September 17, 2017 7:52 PM  
**To:** Tom Bacon  
**Cc:** Hunter, Marvalette - MYR  
**Subject:** Re: Harvey Recovery

Absolutely. Marvalette please get Tom on my calendar Tuesday/Wednesday.

Sent from my iPhone

> On Sep 17, 2017, at 3:52 PM, Tom Bacon <[REDACTED]> wrote:

>

> Mayor Turner:

>

> When I received the call from Andy to be a potential "Head of Harvey Recovery", I gathered a team including a number of the groups that offered assistance to put some shape around what "Harvey Recovery" might mean. You've received a "2-pager" that has behind it a fairly robust briefing notebook. I'll have a couple of copies of that notebook available tomorrow. I think the team developed some pretty solid ideas based on deep dives into previous disaster recoveries and we tailored those approaches to Houston's unique situation. We also have a pretty interesting data solution teed up that may be of interest.

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> Tom

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> Tom Bacon

> [REDACTED]

> 713-412-4952

## Sylvester Turner - MYR

---

**From:** Hunter, Marvalette - MYR  
**Sent:** Sunday, September 17, 2017 8:54 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Tom Bacon  
**Subject:** Re: Harvey Recovery

Will do. I will confirm the meeting date and time tomorrow.

Tom, I look forward to meeting you.

Marvalette Hunter  
Mayor's Chief of Staff  
City Hall  
901 Bagby, 3rd Floor  
Houston, Texas 77002  
832-393-1050 office  
[REDACTED]

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>> Tom

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>> Tom Bacon

>> [REDACTED]

>> 713-412-4952



## Sylvester Turner - MYR

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**From:** Tom Bacon <[REDACTED]>  
**Sent:** Tuesday, September 19, 2017 1:33 PM  
**To:** Hunter, Marvalette - MYR  
**Cc:** Sylvester Turner - MYR  
**Subject:** Re: Harvey Recovery

Marvalette: Any progress on potential meeting times?

Tom Bacon  
[REDACTED]  
713-412-4952

On Sep 17, 2017, at 8:54 PM, Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov> wrote:

Will do. I will confirm the meeting date and time tomorrow.

Tom, I look forward to meeting you.

Marvalette Hunter  
Mayor's Chief of Staff  
City Hall  
901 Bagby, 3rd Floor  
Houston, Texas 77002  
832-393-1050 office  
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>> Thanks,  
>>  
>> Tom  
>>  
>>  
>> Tom Bacon  
>> [REDACTED]  
>> [REDACTED]  
>> [REDACTED]

## **Sylvester Turner - MYR**

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**From:** Koski, James - MYR  
**Sent:** Monday, September 25, 2017 9:45 AM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Lewis, Ronald - LGL; Bernstein, Alan - MYR  
**Subject:** Fwd: 3 Houston Sites for Amazon's New HQ: Ralph Bivins' Realty News Report

FYI - The beginning of the email below touches on some of the Amazon requirements and has suggestions on 3 potential sites.

James Koski  
Deputy Chief of Staff  
Office of Mayor Sylvester Turner  
832.393.0833, [james.koski@houstontx.gov](mailto:james.koski@houstontx.gov)

----- Original message -----

**From:** "RealtyNewsReport.com" <[\[REDACTED\]](mailto:RealtyNewsReport.com)>  
**Date:** 9/25/17 5:16 AM (GMT-06:00)  
**To:** "Koski, James - MYR" <[James.Koski@houstontx.gov](mailto:James.Koski@houstontx.gov)>  
**Subject:** 3 Houston Sites for Amazon's New HQ: Ralph Bivins' Realty News Report

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(See Full Story Below)

- \* Helios Plaza Building Selling for \$175 Million
  - \* Expansion Space Carved Out at Bank of America Center
  - \* Lionstone to be Acquired
  - \* Rail-Served Building Sold
  - \* Offshore Firm Leases Space in Energy Corridor
  - \* Canadian REIT Buys Crow Industrial Property
  - \* Lincoln Property Co. Pays Dearly for Development Site
  - \* Texas Apartment REIT Sold for \$4.4 Billion
- Plus: Lease of the Week

**Space City's Case for Amazon's \$5 Billion Headquarters**

**MEMO**

**To: Jeff Bezos, Founder, Amazon Inc.**

**From: Ralph Bivins, Founding Editor, Realty News Report**

**Re: Putting Amazon's Second HQ in Space City - your former hometown**

Dear Mr. Bezos,

Houston is a cradle of innovation and entrepreneurial genius. Houston has been home to many of the great American innovators: computer magnate Michael Dell, fracking pioneer George P. Mitchell and you, Mr. Bezos - a former student in the Houston Independent School District before you created the most dominate internet retailer.

Houston is where President John F. Kennedy, at Rice University in 1962, challenged the nation to put a man on the moon before the end of the decade. And we did it - with NASA's Mission Control in southeast Houston leading the way. They still call Houston "Space City" and it still has the kind of can-do spirit that would make Amazon feel at home.

With the deadline for proposals less than a month away, perhaps you'd consider putting Amazon's \$5 billion second headquarters in Houston. With 50,000 new jobs and 8 million square feet of office space, Houstonians would love to have it here.

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**Ralph Bivins, editor**

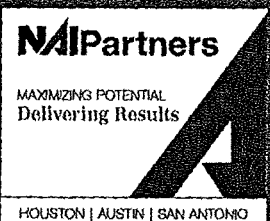
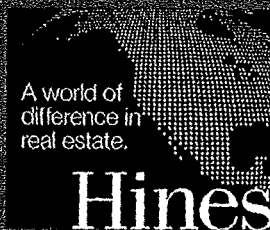
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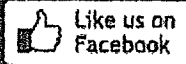


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Ralph Bivins

Real Estate Editor

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editor Ralph Bivins is a past  
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## Sylvester Turner - MYR

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**From:** Hunter, Marvalette - MYR  
**Sent:** Monday, September 25, 2017 1:13 PM  
**To:** Koski, James - MYR; Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Lewis, Ronald - LGL; Bernstein, Alan - MYR  
**Subject:** RE: 3 Houston Sites for Amazon's New HQ: Ralph Bivins' Realty News Report

Thanks James.

**From:** Koski, James - MYR  
**Sent:** Monday, September 25, 2017 9:45 AM  
**To:** Sylvester Turner - MYR <Mayor.ST@houstontx.gov>  
**Cc:** Icken, Andy - MYR <Andy.Icken@houstontx.gov>; Hunter, Marvalette - MYR <Marvalette.Hunter@houstontx.gov>; Lewis, Ronald - LGL <Ronald.Lewis@houstontx.gov>; Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov>  
**Subject:** Fwd: 3 Houston Sites for Amazon's New HQ: Ralph Bivins' Realty News Report

FYI - The beginning of the email below touches on some of the Amazon requirements and has suggestions on 3 potential sites.

James Koski  
Deputy Chief of Staff  
Office of Mayor Sylvester Turner  
832.393.0833, [james.koski@houstontx.gov](mailto:james.koski@houstontx.gov)

----- Original message -----

**From:** "RealtyNewsReport.com" <[realtynewsreport@aol.com](mailto:realtynewsreport@aol.com)>  
**Date:** 9/25/17 5:16 AM (GMT-06:00)  
**To:** "Koski, James - MYR" <[James.Koski@houstontx.gov](mailto:James.Koski@houstontx.gov)>  
**Subject:** 3 Houston Sites for Amazon's New HQ: Ralph Bivins' Realty News Report

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### Top Stories in This Issue of RNR Bulletin

(See Full Story Below)

- \* Helios Plaza Building Selling for \$175 Million
- \* Expansion Space Carved Out at Bank of America Center
- \* Lionstone to be Acquired

- \* Rail-Served Building Sold
  - \* Offshore Firm Leases Space in Energy Corridor
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  - \* Lincoln Property Co. Pays Dearly for Development Site
  - \* Texas Apartment REIT Sold for \$4.4 Billion
- Plus: Lease of the Week

## Space City's Case for Amazon's \$5 Billion Headquarters

### MEMO

To: Jeff Bezos, Founder, Amazon Inc.

From: Ralph Bivins, Founding Editor, Realty News Report

Re: Putting Amazon's Second HQ in Space City - your former hometown

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**email:**

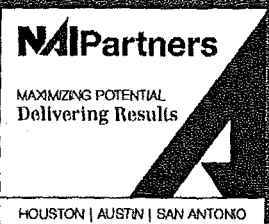
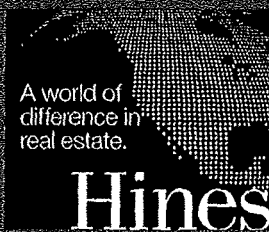
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RNR



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Ralph Bivins

Real Estate Editor

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editor Ralph Bivins is a past  
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Association of Real Estate  
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**From:** Bernstein, Alan - MYR  
**Sent:** Tuesday, September 26, 2017 9:00 PM  
**To:** Sylvester Turner - MYR; Hunter, Marvalette - MYR; Icken, Andy - MYR  
**Subject:** Nothing Is Too Strange for Cities Wooing Amazon to Build There - NYTimes.com

<https://mobile.nytimes.com/2017/09/25/technology/wooing-amazon-second-headquarters.html>

Alan Bernstein  
Director of Communications  
Houston Mayor's Office  
O 832 393 0800  
M 832 943 9835

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**From:** Icken, Andy - MYR  
**Sent:** Tuesday, September 26, 2017 9:05 PM  
**To:** Bernstein, Alan - MYR  
**Cc:** Sylvester Turner - MYR; Hunter, Marvalette - MYR  
**Subject:** Re: Nothing Is Too Strange for Cities Wooing Amazon to Build There - NYTimes.com

Delightful!

Sent from my iPhone

> On Sep 26, 2017, at 8:59 PM, Bernstein, Alan - MYR <Alan.Bernstein@houstontx.gov> wrote:  
>  
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> <https://mobile.nytimes.com/2017/09/25/technology/wooing-amazon-second-headquarters.html>  
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> Alan Bernstein  
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>  
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**From:** Sylvester Turner - MYR  
**Sent:** Tuesday, September 26, 2017 11:17 PM  
**To:** Icken, Andy - MYR  
**Cc:** Bernstein, Alan - MYR; Hunter, Marvalette - MYR  
**Subject:** Re: Nothing Is Too Strange for Cities Wooing Amazon to Build There - NYTimes.com

Our proposal should also be creative/innovative.

Sent from my iPhone

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## Sylvester Turner - MYR

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**From:** John Reale <[REDACTED]>  
**Sent:** Thursday, September 28, 2017 2:34 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Edwards, Amanda - CNL  
**Subject:** Innovation Initiative - Follow-up  
**Attachments:** Houston Vision Op-ed August 2017 - v2.pdf

Mayor Turner,

Hope you had a great birthday. I appreciate all of your time this week to drive our innovation initiative forward.

I've provided (1) recommendations; (2) action items; and (3) suggested feedback and requests related to Houston Exponential below. Copying Amanda, Andy and Marvalette should they have other points I might have missed.

JR

### **Recommendations:**

1. I recommend we move forward to endorse the forming of the Houston Exponential to consolidate efforts to maximize ecosystem impacts so long as the items listed below are specifically included in the plan
2. I recommend we communicate to meeting participants from the Monday (Barbara Burger, Bob Harvey, Gina Luna, Lori Vettters, Randy Walker) so they have clarity on our recommendations as well as a clear message to HTC Board members and GHP Innovation Roundtable members ahead of their planned 10-October Board meeting.
3. I recommend that Amanda and I convene a meeting with the Task Force over the next two weeks to communicate the same, consistent plan.

### **Action Items:**

- 1. Vision Piece** - recommend we get something published during the next two weeks to clearly outline this plan. I'm happy to help with how we can use ecosystem events to communicate this plan. I attached draft I wrote a few weeks back if helpful...I'm sure, since it is about 40 days old, it needs work.
- 2. Amazon** - recommend we target an event on the 19-Oct (day Amazon proposal is due) to make an ecosystem announcement integrating some of the Amazon messaging into the press conference. Ideally, we would announce the intention to launch the Innovation District on this date as this ties back to the proposed location for Amazon HQ2.



## **Suggested Houston Exponential Feedback / Requests:**

- 1. Innovation District Committee** - request one of the goals / objectives of this committee be tied to Task Force recommendation of connecting back to Complete Communities
- 2. Advisory Council** - create a regular communication plan with committee chairs and / or CEO to ensure you are briefed on a monthly / quarterly basis
- 3. Committees** - request plan as to how committees will be formed to be inclusive of the community, including "Power of 5" members (academia; corporations; entrepreneurs; investors; govt)
- 4. Youth Inclusion** - Within committees, ensure that our young people are at the table.
- 5. Education** - request that an education committee be formally added as one of the launch committees. I would suggest Gabriela Rowe (Village School) to chair this committee. Request that one of the goals / objectives of this committee be tied to Task Force recommendation to connect into Hire Houston Youth Program and Complete Communities program
- 6. Conferences** - request that Houston First and Visit Houston be participants in relevant committees to ensure we have an integrated into our convention and visitor strategy and plan
- 7. Advisory Board + Board** - happy to provide recommendations if requested on millennial candidates from tech community
- 8. City Committee Members** - recommend working internally with Amanda, Andy, Jesse Bounds and Stephen David to identify which City employees should be included in the various Advocacy and Policy Committees as City representatives
- 9. Data Science Institute** - recommend the eventual CEO of HoustonX be part of the Data Science Task Force (which I believe Jeff Schlenbarger from Chevron is leading?)

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John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*

19-August-2017

*Architecture:*

1 - reflection

2 - vision

3 - action plan

4 - call to action

*Key traits:*

- *I need to read it back and ask myself, can I close my eyes to hear the Mayor speaking these words?*
  - *Inspiring*
  - *Authentic*
  - *Focus on future and specific calls to action*
  - *Inclusive*
- 

## Houston: A City of Hope, Opportunity and Inspiration

*My vision for our community when leadership and unity is needed*

By Mayor Sylvester Turner

With some of the recent events happening in our community, our country, our world, like so many of you, I find myself reflecting on what's right, what's important and most especially, our future. It got me to thinking about when I first took office as Mayor of our beloved City. When I took this office, the themes that resonate with what I believe sets the pace for our future are: Hope...Opportunity...and Inspiration.

Having grown up right here in Houston -- Acres Homes specifically -- I've seen it all. I've seen the flooding, the triple digit heat index, the booms and busts -- everything. More than 90 languages are spoken here daily. 4.8 million patients visit our Medical Center every single year. We are the energy capital of the world. We have more than 500 cultural, visual, and performing arts organizations. And only New York City rivals us in Fortune 500 Company headquarters. I'd say we've got a few things going for us, wouldn't you?

I've always considered myself a champion for Houston's middle class. I want Houston to always be a home for anybody who seeks community, tolerance and opportunity. Why? Because we're a city of outsiders, a city of dreamers -- a city of every type of people.

Locals. People from other states or countries. Restaurateurs, artists, entrepreneurs, doctors, lawyers, web developers, construction workers, engineers and more. We are people with ambitions and dreams. People who want to imagine, create and love. We are a City whose diversity and differences are the very thing that makes us beautiful and gives us strength.

With disturbing developments such as unconstitutional travel bans, the withdrawal from the Paris Climate Agreement, and an unsure future for healthcare for millions across the country, many of us are worried about the future. It's clear to me that the time to stand up is **right now**. But I need your help. Entrepreneurs, corporations, investors, academia and educators, and all of our citizens - just like you and me - are what drive our City's future.

We have a rich history and spirit of innovation and entrepreneurship which are core foundations of our City. We are a City that embraces the complex problems of our world to deliver new solutions that run to the bottom of our oceans to the millions of miles above our atmosphere. Building on that history; listening to our people; and meeting leaders from across the world, I'd like to share with you my vision for Houston, y hope for our people, as you all inspire me to work each day to represent us all.

I want a Houston that matches the passion, the vision, and the aspirations of its citizens. A Houston that's built on creativity, collaboration, and unique styles of thinking. In effort to understand entrepreneurs, innovators and technology, I developed a task force specifically focused on how we grow our innovation and entrepreneurship economy. Our Task Force has developed a strategy and plan to take our community forward. Looking back, we have not competed amongst others to grow this vital part of our community. Today, we now have a playbook and it is time for us to work as a team to push forward.

Thanks to smart work and collaboration with the Greater Houston Partnership along with groups like Station Houston and the Texas Medical Center Innovation Institute, we now have in place foundational pieces to make this vision - to drive our innovation and entrepreneurship economy - a reality. The Innovation Strategy Office is working to drive community and collaboration to explore strategies to unite our people, bring people together to build on our strengths and identify experts to make sure we bring attention on areas where we need focus.

We will develop the Houston Innovation District. Not only will this be a place for technology startups, but I see it as a vibrant district that is a testing ground for authentic and new food concepts. Our district will innovate in the fields of fashion, design, music and art. Our district will be a place where creators come together to imagine new

possibilities to experiment without the fear of failure. We will have the resources and support organizations, capital, mentorship and development partners involved so our creators can take their visions and innovations to launch new products, new companies, new possibilities. Our district will be our center of gravity to connect the rest of our great City and feature a central access point for the rest of the world who comes to our City to learn more about our great people. And for each one of us, what does this mean...It means Opportunity.

But we can't stop there. Did you know that Houston is the #1 city for minority owned businesses? I recently took a trip to Israel -- a true startup hotspot -- and they valued our entrepreneurial growth so much, they asked us about our energy firms. They wanted to connect using Houston assets and resources which is very exciting, but it got me thinking. "We have all these assets....but what's missing?" Why haven't we tapped into our own tech, energy, and financial startup assets ourselves? Everyone is doing amazing things, but there is no follow-up, so they often leave. Places like Silicon Valley, Chicago, or even Cincinnati attract creative thinkers because they have the communities to support creative thought.

Collaboration *needs* Integration. All of these cutting edge medical technologies, cleantech investments, and more need support to continue growing. And that's exactly why the Innovation District needs to be a part of Houston. Based on four key traits, I've developed a plan to transform Houston into an access point that connects revolutionary startups with enterprise level companies to foster creative problem-solving solutions. With innovation, diversity, collaboration....there is opportunity for us all.

We are rapidly approaching a future with self-driving cars. Artificial Intelligence and machine learning are key themes to every industry; and I'm quite sure you can order just about anything from your mobile device. So why wouldn't the next big tech innovations happen right here in Houston? With the support of the Greater Houston Partnership and other groups in the city, Houston will be a top five innovation hub in the world in the next 10 years. This is my hope, this is my challenge, this is my commitment.

With the advent of our Innovation District, the Innovation Strategy Office, the launching of a \$50 million fund-of-funds venture capital fund that our corporate leaders will invest in to help bring venture capitalists to our community, and a world class data science institute, I see our Houston as one that continues to lead our world forward. I see our Houston that continues to take the most complex problems in our world to create new frontiers. Now...you might have heard that "space is the final frontier", but 2017 has

proven to be quite the uncharted territory so far. If we come together, in the most diverse City in America to build this future, we can accomplish anything.

Over the next five years, we will create 25,000 new tech jobs. As each one of these jobs creates about five additional jobs, this fuels our community with exponential growth. I see our innovators launching inspiring new companies that raise over \$1 billion in venture capitalist funding. I see Houston being recognized as the #1 place in the world for minority and immigrant entrepreneurs regarding the number of new companies and venture capital funding. We will indeed be the community where minority entrepreneurs launch and grow their businesses.

Why am I so focused on this vision? Simple: startups are the lifeblood of progress and Fortune 500 companies need their support. Houston will become a bridge, a test bed for the things we continue to dream about while we're looking out to the stars. Through our culture of innovation and deeply-rooted entrepreneurial spirit we will provide opportunities for everybody at all levels -- not just the 1%. We will be leaders in education, starting with our children to embrace technology and learn about entrepreneurship to our universities and the emergence of a world-class data science institute. The key is having leadership believe in the message of Houston: diversity, teamwork, but most of all: innovation.

So I ask you, not only as your mayor, but as a citizen of Houston myself, will you help me work toward a better future for us and our kids? It's easier than you think to get involved. Check out [houston.org](http://houston.org) or see how you can mentor over at Station Houston or TMCx or another startup development organization in our community. Better yet -- like so many of our innovators in town, I'd like to host a meetup on [September XX] at [INSERT] to share more about my vision, our plan, and Houston's future.

We can discuss where you fit, why you matter, and what we can all do to ensure Houston's continued success in technological, financial, and business innovations. All you have to do is register at [\[www.-----.com\]](http://www.-----.com).

I also hear from our people that you all have new ideas for our City's flag. I encourage you to bring your ideas and creations of what Houston means to you...how you see our City, our people, our future and wave them high and proud. We'll provide poster boards, markers, and other tools to make your vision a reality as we take the first step into doing the same for this great city.

My commitment to you is to be your voice, to be your advocate, and to serve you all. I am here to uphold your values, but most of all to listen to your concerns. This city belongs to all of us. So now you have to ask yourself one question: where do you see Houston in five years and what will you do to make your vision our reality?

---

*Sources:*

- 1) <http://www.afamnews.com/sylvester-turner-houstons-first-home-grown-black-mayor/>
- 2) <http://www.sylvesterturner.com/about/>
- 3) <https://www.bizjournals.com/houston/news/2017/06/30/following-houston-task-force-report-plans-to-move.html>
- 4) <http://www.houstonchronicle.com/business/technology/article/Business-leaders-plans-to-boost-tech-starts-to-11147482.php>
- 5) <http://www.houstonchronicle.com/business/texanomics/article/Mayor-s-task-force-lays-out-recommendations-to-11255961.php>
- 6) [https://www.houstontech.org/latest\\_news/making-houston-hub-innovation-ghp-launches-innovation-strategy-office/](https://www.houstontech.org/latest_news/making-houston-hub-innovation-ghp-launches-innovation-strategy-office/)
- 7) <http://www.houstonchronicle.com/business/texanomics/article/Where-should-Houston-s-innovation-district-be-11277186.php>
- 8) <https://newsroom.accenture.com/news/accenture-opens-innovation-hub-in-houston.htm>
- 9) <http://www.flotekind.com/>
- 10) <http://www.houstonchronicle.com/business/article/Houston-ranks-number-one-for-minority-11116201.php>
- 11) <https://www.bizjournals.com/houston/news/2016/12/13/houston-billionaire-others-launch-1b-clean-tech.html>
- 12) <https://www.bizjournals.com/houston/news/2017/05/05/mayor-sylvester-turner-outlines-plans-for-tech.html>
- 13) [https://cdn2.hubspot.net/hubfs/1955252/SCC\\_2016/Startup\\_Corporate\\_Collab\\_2016\\_Report.pdf](https://cdn2.hubspot.net/hubfs/1955252/SCC_2016/Startup_Corporate_Collab_2016_Report.pdf)
- 14) [https://en.wikipedia.org/wiki/Flag\\_of\\_Houston](https://en.wikipedia.org/wiki/Flag_of_Houston)

*Brief: one-page pledge for people to sign.*

*Information for form will include requests for the following information:*

*[name]*

*[email]*

*[check boxes that interest you]*

*[provide links to ways to get involved based on interests]*

---

I, \_\_\_\_\_, hereby pledge my creativity, hard-work and passion for our community to form a more progressive Houston. I value our future in which Houston is a world-leading Innovation and entrepreneurship ecosystem that serves us all. I also value the future in which Houston is a creative class city where innovative thinking and creative problem solving is part of our guiding spirit.

By partnering with one of several groups, I will do my part to make this new vision for Houston a reality and establish the following goals:

- A haven for those who are tolerant of our differences and inclusive to provide opportunities for us all
- Fostering our education system and curriculum to ensure we develop our children and young adults
- 25,000 new tech jobs in 2022
- More than \$1 billion in venture capitalist funding for startups by 2022
- Launching a world class data science Institute
- Birthing and participating in a vibrant innovation district



## Sylvester Turner - MYR

---

**From:** John Reale [REDACTED]  
**Sent:** Saturday, September 30, 2017 4:54 PM  
**To:** Sylvester Turner - MYR  
**Cc:** Icken, Andy - MYR; Hunter, Marvalette - MYR; Edwards, Amanda - CNL  
**Subject:** Re: Innovation Initiative - Follow-up

Hope everyone is well.

Two Requests. Please advise.

**1. Seeking feedback and / or "GO" on recommendations (see below).** The proposed announcement and press conference would ideally be held on 11 or 12 October if all parties agree. (HTC Board meeting is 10-October). Ideally, we make these announcements so we can move forward + include in the Amazon proposal

**2. Recommend the Mayor publish a vision piece** before this announcement (Ideally in the Houston Chronicle on Sunday, 07-October) so this press conference can be used to reinforce vision and action.

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*

On Thu, Sep 28, 2017 at 2:34 PM, John Reale [REDACTED] wrote:  
Mayor Turner,

Hope you had a great birthday. I appreciate all of your time this week to drive our innovation initiative forward.

I've provided (1) recommendations; (2) action items; and (3) suggested feedback and requests related to Houston Exponential below. Copying Amanda, Andy and Marvalette should they have other points I might have missed.

JR

### Recommendations:

1. I recommend we move forward to endorse the forming of the Houston Exponential to consolidate efforts to maximize ecosystem impacts so long as the items listed below are specifically included in the plan
2. I recommend we communicate to meeting participants from the Monday (Barbara Burger, Bob Harvey, Gina Luna, Lori Vettters, Randy Walker) so they have clarity on our recommendations as well as a clear message to HTC Board members and GHP Innovation Roundtable members ahead of their planned 10-October Board meeting.
3. I recommend that Amanda and I convene a meeting with the Task Force over the next two weeks to communicate the same, consistent plan.

### **Action Items:**

- 1. Vision Piece** - recommend we get something published during the next two weeks to clearly outline this plan. I'm happy to help with how we can use ecosystem events to communicate this plan. I attached draft I wrote a few weeks back if helpful...I'm sure, since it is about 40 days old, it needs work.
- 2. Amazon** - recommend we target an event on the 19-Oct (day Amazon proposal is due) to make an ecosystem announcement integrating some of the Amazon messaging into the press conference. Ideally, we would announce the intention to launch the Innovation District on this date as this ties back to the proposed location for Amazon HQ2.

### **Suggested Houston Exponential Feedback / Requests:**

- 1. Innovation District Committee** - request one of the goals / objectives of this committee be tied to Task Force recommendation of connecting back to Complete Communities
- 2. Advisory Council** - create a regular communication plan with committee chairs and / or CEO to ensure you are briefed on a monthly / quarterly basis
- 3. Committees** - request plan as to how committees will be formed to be inclusive of the community, including "Power of 5" members (academia; corporations; entrepreneurs; investors; govt)
- 4. Youth Inclusion** - Within committees, ensure that our young people are at the table.
- 5. Education** - request that an education committee be formally added as one of the launch committees. I would suggest Gabriela Rowe (Village School) to chair this committee. Request that one of the goals / objectives of this committee be tied to Task Force recommendation to connect into Hire Houston Youth Program and Complete Communities program
- 6. Conferences** - request that Houston First and Visit Houston be participants in relevant committees to ensure we have an integrated into our convention and visitor strategy and plan
- 7. Advisory Board + Board** - happy to provide recommendations if requested on millennial candidates from tech community

**8. City Committee Members** - recommend working internally with Amanda, Andy, Jesse Bounds and Stephen David to identify which City employees should be included in the various Advocacy and Policy Committees as City representatives

**9. Data Science Institute** - recommend the eventual CEO of HoustonX be part of the Data Science Task Force (which I believe Jeff Schlenbarger from Chevron is leading?)

---  
John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

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## Sylvester Turner - MYR

---

**From:** John Reale [REDACTED]  
**Sent:** Monday, October 02, 2017 6:20 PM  
**To:** Sylvester Turner - MYR; Icken, Andy - MYR  
**Subject:** Fwd: Houston X  
**Attachments:** Houston Exponential Charter and Playbook 20170919.pdf; Houston Exponential Message Outline and FAQsv10.docx; Houston Exponential Communications Plan \_v5.docx; Committee Chairs.pdf

Hope you are well. Drafts materials related to Innovation Initiative attached.

Need direction on next steps to respond to HTC and GHP.

Thanks,  
JR

---

John S. Reale, Jr.  
Co-Founder, CEO  
713.825.2768

*Please consider joining Entrepreneurs for Houston to donate to the E4H Fund to support tech and entrepreneurship initiatives related to Hurricane Harvey*

----- Forwarded message -----

**From:** Jon Nordby <[REDACTED]>  
**Date:** Mon, Oct 2, 2017 at 11:32 AM  
**Subject:** RE: Houston X  
**To:** "John S. Reale, Jr." <[REDACTED]>  
**Cc:** Amanda Edwards <[amanda.edwards@houstontx.gov](mailto:amanda.edwards@houstontx.gov)>

Attaching the Playbook (Long version), Committee Chair Deck (Short version) Communications Plan which would not be for broad circulation but does include the FAQ's and lastly, the message outline in regard to the launch. These are all still in draft form - Playbook is about 95% there and communications docs about 75%. We are also currently crafting the press releases.

Would love your feedback.

Jon

-----Original Message-----

**From:** John S. Reale, Jr. [mailto:[REDACTED]]  
**Sent:** Monday, October 2, 2017 7:18 AM  
**To:** Jon Nordby <[REDACTED]>  
**Cc:** Amanda Edwards <[amanda.edwards@houstontx.gov](mailto:amanda.edwards@houstontx.gov)>  
**Subject:** Houston X

Good morning.

Please send the latest versions of documents related to Houston X when you get a moment. I know there is a short and long version of deck as well as an FAQ.

Thanks Jon!

JR

--

John S. Reale, Jr.  
Co-Founder & CEO  
Station Houston

  
(713) 825.2700

Please excuse any typos or tone of this message as Siri and I aren't always on the same page. This message was sent from my iPhone.

**Muigai, Caroline - LGL**

---

**From:** Josie Coleman <[REDACTED]>  
**Sent:** Thursday, September 28, 2017 6:31 PM  
**To:** Josie Coleman  
**Cc:** Bob Pertierra  
**Subject:** FW: Houston Amazon HQ2 NDA  
**Attachments:** NDA\_Amazon Parties.pdf

*On behalf of Bob Pertierra:*

Gentlemen:

Thank you for your time and insight on Monday as we discussed sites for inclusion in our proposal. We greatly appreciate your feedback to help shape the best possible proposal for Houston. Because of the confidential nature of this project, we are asking that you complete and sign the attached NDA. Please return a scanned copy of the signed document to Josie Coleman at [REDACTED] by October 2. We welcome your questions.

Thank you,



**Josie Coleman**  
Executive Assistant to Bob Pertierra, SVP and CEDO  
Partnership Tower  
701 Avenida de las Americas, Suite 900, Houston, TX 77010  
713-844-3647 | [REDACTED]

**WE HAVE MOVED** – The Greater Houston Partnership has moved to our new home at Partnership Tower, located at 701 Avenida de las Americas. For more information about the move, click [here](#).

## Muigai, Caroline - LGL

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**From:** Joe Russo <[REDACTED]>  
**Sent:** Monday, October 16, 2017 2:46 PM  
**To:** Emma Alexander USA; Robert Harvey; Walsh, Patrick - PD; Icken, Andy - MYR; Marro, D'Ann - MYR  
**Cc:** Ian Rosenberg; William Franks; Derrek LeRouax  
**Subject:** RE: Caydon Midtown District | Amazon Presentation

Some intel for anyone that is not aware is that Jeff Bezos owns a 300,000 acre ranch east of El Paso. He is quoted as saying he would like his children to grow up on a ranch as he did in the summers on his Grandfather ranch in South Texas .

Joe Russo  
Principal

**CAYDON**

E [REDACTED]  
W [caydon.com.au](http://caydon.com.au) | [caydonusa.com](http://caydonusa.com)  
MELBOURNE HOUSTON

**From:** Emma Alexander USA  
**Sent:** Thursday, 12 October 2017 5:24 PM  
**To:** Robert Harvey [REDACTED]; [patrick.walsh@houstontx.gov](mailto:patrick.walsh@houstontx.gov); Icken, Andy - Myr <[andy.icken@houstontx.gov](mailto:andy.icken@houstontx.gov)>; D'Ann - Marro <[dann.marro@houstontx.gov](mailto:dann.marro@houstontx.gov)>  
**Cc:** Ian Rosenberg [REDACTED]; William Franks [REDACTED] Joe Russo [REDACTED]; Derrek LeRouax [REDACTED]  
**Subject:** Caydon Midtown District | Amazon Presentation

Gentlemen,

We understand that schedules didn't allow for the this presentation to be made in person today, but we wanted to provide the below link as soon as possible. Please feel free to use all or parts of this as needed for the larger submission to Amazon. Also, as Melbourne is our mothership we are able to make changes overnight, so please don't hesitate to note any changes that would be beneficial.

We look forward to assisting with the presentation to Amazon and being a part of Houston's solution. Please let us know if we can help in any way.

[DOWNLOAD PRESENTATION](#)

Thank you,

**Emma Alexander**  
Marketing Manager



EXCELLENCE • PASSION • INNOVATION • INTEGRITY • COLLABORATION

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